

# Sales Management

THE MAGAZINE OF  
MARKETING

Republic Steel Gets Terrific Pay-Off  
From Dynamic Sales Training Program  
Page 42

It's up Again: The Cost of  
Keeping Salesmen in the Field  
Page 62



Tranquilizers Make Drug Industry Nervous

Page 33



## Standard sells them **OUTDOORS** ...where they buy!

Listen to Wesley Nunn, Advertising Manager of Standard Oil (Ind.):

"Outdoor advertising is a natural for us . . . as it should be for any business that trades along major traffic arteries. The more a motorist drives, the more of our product he consumes. And the more he consumes the more Standard posters he sees. Outdoor posters do a fine job of selling while the motorist is at the wheel . . . perhaps in immedi-

ate need of gasoline!"

In one market or 1600—locally or nationally—GOA puts *your* message where *your* prospects are.

For additional success stories (Drakes Bakeries, Life Savers, Theo. Hamm Brewing Company and many others) call the General Outdoor Advertising Company office in your city. Or, write us in Chicago. We'll get the facts to you faster than you can say GOA!



**General Outdoor Advertising Co.**

515 South Loomis Street, Chicago 7, Illinois

*Togetherness* inspires her buying decisions...



## A Second Car for the Family

She knows a second car in the family is a *necessity*, because she and her family are on the move all day long—to stores, station, school, church, library, playground, women's club and PTA meetings. And—because she's thinking of the comfort, convenience and happiness of her whole family—*Togetherness* will dictate her buying decision.

The magazine of *Togetherness*, reaching more than 5,000,000 families... **McCall's**

OCTOBER 4, 1957



JOHN BURGOWNE

**W**e note with interest that in the year 1040 A. D. a Persian traveller recorded the grocers of Cairo, Egypt, wrapped spices and vegetables in paper. Our curiosity was aroused sufficiently to try and track down the source of paper for this use—but we wish we hadn't been so inquisitive! It seems the Bedouins and fellahs in those days used to search the cities of the dead to recover the cloth bands used to wrap mummies. If the cloth couldn't be used for garments they sold it to paper makers who supplied the grocers of the day.



We have a vision of a Cairo Super Market with a sign stating, "Our Vegetables Wrapped in Paper Made From Royal Mummies Only." That must have brought 'em runnin'! Ah me! Pass the spinach.

**T**ime was when a spud was just a spud, and we dug 'em, sacked 'em, stored 'em, and ate 'em all year 'round. Now potatoes come to market in a variety of forms and packages, not the least of which is a form of dehydrated mashed potatoes having everything but the juice. Burgoyne was requested to check the performance of this product, and did so in Dayton, Peoria and South Bend. No matter where he looked the gals were buying at a rate that indicated they liked the convenience and Pop and the kids liked the flavor. This ones a goer!

Don't spin your chair thinking about how to find out about your product. Spin the telephone for Burgoyne. That way you'll know all you need to know—fast!



FIRST NATIONAL BANK BLDG., CINCINNATI 2, OHIO

# Sales Management

THE MAGAZINE OF MARKETING

October 4, 1957

Vol. 79, No. 9

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

## HIGHLIGHTS

### TRANQUILIZERS MAKE DRUG INDUSTRY NERVOUS

The drug profit cycle is catching up with tranquilizers. "Miltown" jokes are flying and profit margins are slipping. Companies are looking for new nerve cases. Next possible tranquilizer user: The steer you'll be eating in six months. Grant Jeffery tells why some laboratories have replaced the word "tranquilizer" with such phrases as "anti-confusion agent."

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### ARE RAILROADS DERAILING THEMSELVES?

Railroad passenger advertising seems to be running out of steam. And the industry may find itself left alone at the station. While rails have increased advertising investments only one-third in six years, airlines have expanded three times as fast. Read why you're finding more and more empty seats in the old club car.

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### SALESMEN'S ROAD COSTS KEEP CLIMBING

How much does it cost per day to maintain a salesman in a large city? How much does it cost per day to maintain a salesman in a small city? What is the average cost per day for executive travel today? What is the per-mile auto allowance paid salesmen for use of their own cars? How many companies lease cars for salesmen? This SALES MANAGEMENT survey of 200 companies tells where and how your road salesmen are spending your money.

62

### RED DOT'S IN THE CHIPS

Sales for this potato chip producer were just slightly over \$200,000 20 years ago. Last year sales grossed over \$8 million. This year Fred Meyer, president, anticipates sales of over \$12 million as this regional firm takes its place among the top three nationally in the industry. The secret of success can be found in "It's the Dip that Sells the Chip."

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### PHILIP MORRIS' PACKAGES OF ILLUSION

When the taste of a product is found to be the same as others in blindfold tests, what can a manufacturer do to establish in the minds of users the illusion of difference—and preference? This is a step by step analysis of the revolutionary packaging changes initiated by Philip Morris.

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Audit  
Bureau  
of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y. SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa., WALnut 3-1788; Philip Harrison, General Manager; Robert Letwin, Editor.

## HAS THE ORGAN'S LOST SALES CHORD BEEN FOUND?

Following World War II, the organ industry was playing a sad sales theme, faintly reminiscent of Beethoven's Funeral March. Then the electronic age brought the electronic organ and new promotions. The dirge became a lullaby and sales began climbing.

## REPETITION PAYS OFF

Here's a spot check on who's repeating print advertising—and why. These advertisers have discovered that the American tradition of throwing things away before they've outlived their usefulness is as stale as last week's apple pie. If you're not getting enough mileage out of your advertising dollar, these examples may put you on the right road.

## WHO ARE ADVERTISING DECISION MAKERS?

Who decides which products are to be advertised? Who sets sales goals? Who sets advertising spending? Who develops advertising themes? Who says whether themes will be used? Who initiates media schedules? Who has final say on media selection? Would sales chiefs hire the agency account executive who services them.

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OCTOBER 4, 1957

For Customers Who

# "BUY BIG"



*Advertises  
in*

## THE PACKER

There are millions of customers for petroleum products...but the list of those who "BUY BIG" is relatively small. Sinclair Refining Company (and other oil marketers) have discovered how to reach one big group of such choice customers at low cost—through the pages of *The Packer*.

The \$7.5 Billion Dollar Fresh Fruit and Vegetable Industry spends a lot of money on purchase, maintenance and operation of motorized equipment in growing, shipping and distributing the nation's fresh fruits and vegetables. Every week the leaders\*\* in the industry representing about 90% of the \$ volume depend on the pages of *The Packer* to bring them the vital news of their industry and markets...and of the equipment, material and services that will help them operate more profitably. There's only one efficient way to reach them when they're ready to do business—advertise in *The Packer*!

\*\*"BUY BIG"—Like H. F. Byrd, Inc. of Virginia who operate a 234-unit fleet of trucks, busses, sprayers, trailers, tractors, etc. in their famous apple orchards.

\*\*16,349 ABC average net pd. circ., publisher's statement for 6 months ended June 30, 1957.

P. S. More than 1,000 display advertisers are reaching the Fresh Fruit and Vegetable Industry every day through the 17,000 copies of *The Packer's* 1957 issue of *FRESH*, the industry's yearbook and buying guide. Better make a note to reserve 1958 space now!

## THE PACKER

201 Delaware

Kansas City, Mo.

# This is a Major Market Mr.

No market, is a major market, unless first . . . it's big enough, and . . . most important, it proves out as a real opportunity for continuous increased profits. Montgomery County's No. 1 newspaper market *The Times Herald Market* delivers

- (1) Food Sales \$4,735,000 increase to a new high \$56,196,000
- (2) Drug Sales \$659,000 increase to a new high \$4,793,000
- (3) Retail Sales \$15,289,000 increase to a new high \$211,240,000
- (4) Net Income \$10,377,000 increase to a new high \$305,172,000
- (5) Automotive Sales \$9,421,000 increase to a new high \$30,620,000

The Times Herald covers all this 5 or 10 to 1 better than Pennsylvania's two largest newspapers. So your competitors will outsell you 5 or 10 to 1 unless you are a Times Herald advertiser.

Phone Philadelphia, Market 7-2692 or Norristown, Pa. Broadway 2-2500 for details

## THE Times Herald NORRISTOWN, PA.

National Representative: The Julius Mathews Special Agency



Illinois'  
2nd Big Market  
**PIMITEOUI\***

\* Old Indian word for Peoria meaning "land of plenty"

	METRO. AREAS	POP.	CON. SP. INCOME	RETAIL SALES
Peoria Journal Star	1. Chicago			
• saturates metro. area with 99.7% daily ratio to homes	2. Peoria	287,600	548,784	390,937
• delivers daily circulation of 100,000 plus	3. Davenport-Rock Island-Moline	273,100	516,413	318,232
• influences 13 county billion dollar market	4. Rockford	180,200	387,477	250,292

**Peoria Journal Star**

affiliated with WTVH  
Ward-Griffith Co., National Reps.

## Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

### EDITORIAL

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U. S. and Canada: \$10 a year

Foreign: \$15

### ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

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McClenaghan

Bill Brothers Publications in MARKETING

(in addition to Sales Management): Sales

Meetings, Tide, Premium

Practice, INDUSTRIAL: Rubber

World, Plastics Technology, MERCHANDISING: Fast

Food, Floor Covering Profits,

Grocer-Graphic, Tires, and Yankee Grocer.

Copyright, Sales Management, Inc., 1957

SALES MANAGEMENT

# How to Sell Beauty to Youth!

Most people would agree that young women use more cosmetics than older women . . . but the figures below indicate just how *much* more that usage is.

The best place to sell young, beauty-conscious women is through a medium that's aimed directly at them. Dell Modern Group offers beauty preparation manufacturers one of the largest concentrations of females between 18 and 25 of any single magazine or group. And, because *beauty* and *glamour* speak out from almost every page of *Modern Romances*, *Modern Screen* and *Screen Stories*, these magazines are ideal settings for beauty and cosmetics advertisements.

It's no wonder then that a host of leading cosmetics manufacturers are selling *successfully*, month after month and year after year in Dell Modern Group.

If you'd like a copy of the just off-the-press "20th Survey of Beauty," which details the cosmetics buying habits of Dell Modern Group readers, call or wire your nearest Dell office, today!

**USE OF BEAUTY PREPARATIONS BY AGE**  
(Based on Dell Modern Group 20th Survey of Beauty)

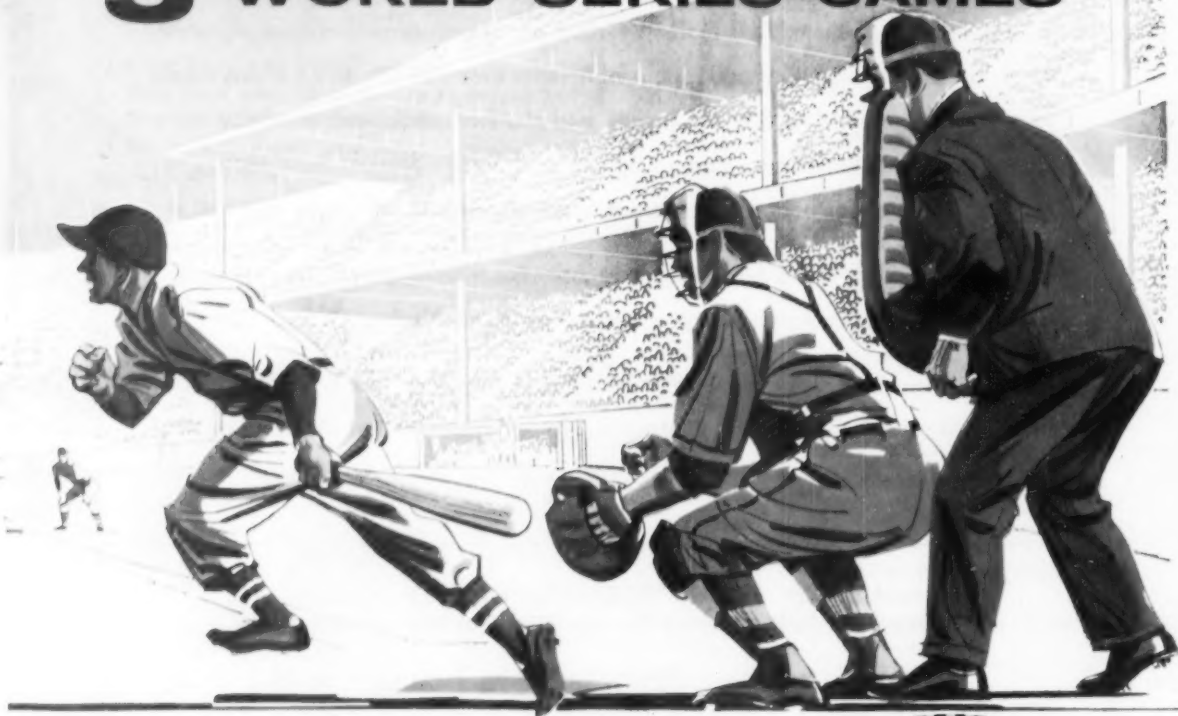
	Under 18	18-25	26-35	36-45	46-55
LIQUID SHAMPOO	62.8%	62.9%	58.3%	55.9%	54.3%
DEODORANTS	98.6	98.0	96.3	93.1	93.0
EYEBROW PENCIL	51.9	55.1	51.6	45.1	33.7
HAND LOTION	77.3	78.6	69.6	71.2	67.4
COLD CREAM	15.0	16.3	14.7	13.0	13.9
PERFUME	70.7	71.3	62.2	62.7	58.1
EYELASH CURLERS	25.4	20.1	15.7	14.4	7.0

## DELL MODERN GROUP

Modern Romances • Modern Screen • Screen Stories

**DELL PUBLISHING CO., INC., 261 FIFTH AVENUE, NEW YORK 16, N. Y.**

The exclusive readership of  
**THE SEATTLE TIMES**  
 equals **MORE THAN** the crowd at  
**5 WORLD SERIES GAMES**



The exclusive readers of *The Seattle Times* would bring out an overflow crowd in five of the largest baseball stadiums. 375,680 people—in 117,400 homes—this is the bonus—and *exclusive buying group* not reached by any other Seattle newspaper. No advertiser can honestly afford to omit this important audience.

Hard goods, soft goods, luxuries, necessities—consumer desires are shaped by the *one* Seattle newspaper which reaches and influences Seattle's *mass market* and *class market*!

*The Seattle Times* presents an impressive story of leadership—contained in the new 1957 Circulation and Duplication Study.

**IN SEATTLE**

*The Seattle Times reaches  
 7 out of 9 newspaper-reading  
 homes in Seattle—including  
 375,680 people not reached  
 by any other Seattle  
 newspaper.*



**The Seattle Times**  
 SEATTLE'S ACCEPTED NEWSPAPER

REPRESENTED BY O'MARA & ORMSBEE, INC.

New York • Detroit • Chicago • Los Angeles • San Francisco  
 Member Metro Sunday Comics and Metro Rotogravure Groups

## EDITORIALS

### A Low Bow to NAM

The NAM is about to release a booklet, "Your Marketing Career In Industry." This will be made available to youngsters, some of whom may be thinking about a career in selling-marketing, and to others who may not have given more than a passing thought to a possible marketing career.

You will recognize in the pamphlet Arthur H. (Red) Motley's famous dictum, "Nothing Happens Until Somebody [Buys] Sells Something."

It might have been heresy for the National Association of Manufacturers to admit, as it does in this booklet: "The practical fact is that invention and production are not enough. Goods and services must be *marketed*, as well as produced. New products must be presented to the public so that people will be able to understand the advantages sufficiently to change their buying habits. . . . If, eventually, large numbers of people had not wanted automobiles, all the ingenuity and efficiency of the production line could not have made them important to us."

This National Association of Manufacturers' booklet approaches manufacturing from a direction new to our field. For example, the booklet says "If you are an English or a Journalism major, you will be most interested in the communications opportunities in marketing. . . . If your field is Science or Engineering you may be interested in a marketing career in a highly technical business. . . . If you are a major in Economics . . . If you are a Business Administration major . . . If your specialty is Fine Arts or Graphic Arts . . . If you are a Psychology or Sociology major . . ." We think that if there is merit in marketing as a career, it is appropriate to recruit people who believe their interests lie in other job areas. Congratulations to NAM for viewing marketing in the broadest sense.

For your copy of this booklet, write to National Association of Manufacturers, 2 East 48th Street, New York 17, N. Y.

### When Failure Was Almost Impossible

The President of the American Management Association, Lawrence A. Appley (who had some interesting experiences as a vice-president under Sewell Avery of Montgomery Ward) has a fine view, from the "cat bird seat," of the hopes and aspirations of American industry. The other day he declared: "There isn't any question but that right now we are in an exciting era of decisive distinction between the men and the boys."

Appley reminds us that for almost 30 years we have been exposed to a philosophy that someone was going to take care of all of us. But Appley warns: "Since many in management have succeeded up to this time only because failure was almost impossible, they may panic when failure seems inevitable. If this panic becomes widespread the resulting psychological climate could tragically effect the whole economy."

There is a lot of Main Street Babbitty in all of us but we should not let our unbridled optimism and enthusiasm blind us to economic

## How do YOU measure values in choosing industrial business papers?



**MARKETS COVERED:** old and new: Industrial Equipment News saturates all 452 industries, some more fully than vertical papers. With rapid development of new products, your markets are changing fast. One all-industry paper is needed to fill gaps and search out NEW markets.

**FIRMS INCLUDED:** IEN penetrates the top 40,000 establishments, accounting for 4/5ths of the national product . . . 86.5% rated \$100,000 up.

**OFFICIALS REACHED:** IEN reaches 68,000 product selectors in engineering, production, maintenance, management and purchasing, 87.3% titled to engineering and plant operation.

**READER INTEREST:** 9/10ths of IEN readers have requested Industrial Equipment News as the most complete and reliable source of product news and information.

**READER USE:** IEN is read for one purpose only: product information. Readership verification indicates 96.9% of readers use for buying reference. Thousands buy on sight from ads in IEN.

**SALES LEADS PRODUCED:** IEN's Specific Information reply form, an IEN exclusive, details inquirer's particular interest in your product, including: kind, degree, and immediacy of need.

**COST:** Due to the publishing plan and format originated by IEN in 1933, IEN gets standard 1/9-page ads read in 452 industries at a cost of only \$165 to \$175 a month.

Details? Send for 20-page brochure: "Your Markets Are Changing" and 26-piece Complete Data File.

**Industrial  
Equipment  
News**

**IEN**

FOUNDED 1933

Thomas Publishing Company

**PRODUCT INFORMATION HEADQUARTERS**

**NEP** 461 Eighth Avenue, New York 1, N. Y.

**BPA** . . . Affiliated with Thomas Register



## What makes a market great?

There's a new king of the forest in Minnesota's northland. Today, a vast wilderness area resounds to the roar of rod mills grinding a strange, tough rock called taconite, that promises an almost unlimited supply of new iron ore to our steel-hungry nation.

Mining companies have spent over ½-billion dollars in Minnesota in the last five years to make high grade iron ore out of taconite. Huge processing plants, complete new railroads, new man-made harbors on Lake Superior and whole new towns are springing up in an area once populated by less than one person per square mile. Two of the new taconite communities already contain more than 1,100 homes. Another, now building, will house up to 10,000 people. Conservative estimates show that a half-billion dollar investment of the mining companies will be matched by dollars invested in the service industries needed for this giant taconite development.

Yet this mining boom is only one part of the seemingly endless, diversified wealth of the Upper Midwest.

For example: geologists report that "few areas can promise industry the water supplies Minnesota can," where one square mile in every 20 is covered with water and 1,000-gallon-a-minute commercial wells are common. North Dakota's Williston oil basin, discovered in 1951, now has 785 producing wells in 32 proven fields. And North Dakota has enough lignite to supply the nation's solid fuel needs for 240 years.

Such rich natural gifts inevitably add up to a stable, balanced, prosperous economy—the kind of economy that attracts and holds skilled, capable and progressive people. This wealth of natural and human re-

sources is reflected in industrial development ranging from the heaviest manufacturing to the ultra-precision electronic "brain industries" which are sprouting throughout the area—particularly in the area's economic and urban center of nearly one million people, Greater Minneapolis.

**NOTE TO ADVERTISERS:** The quickest, most resultful way to tap the fast-growing Upper Midwest Market is through the pages of the Minneapolis Star and Tribune. (Now only the four largest U.S. cities have newspapers with more circulation than the Minneapolis Sunday Tribune.)

Copr., 1957, The Minneapolis Star and Tribune Co.



# Minneapolis Star and Tribune

EVENING MORNING and SUNDAY

**625,000 SUNDAY • 495,000 DAILY**

JOHN COWLES, President

**SALES MANAGEMENT**

developments. There is nothing wrong in recognizing potential sore spots in our own company or our own industry. If we fail to recognize them and to correct them, we are responsible for getting the whole country into economic trouble.

## Buick Bets \$100 Million on '58

You may choose to ignore the fact that the automobile industry is still the industry most responsive to the consumer's desires. Or you may believe that people are in one state of mind when they buy automobiles, and an entirely different one when they buy your product.

This year Edward T. Ragsdale, vice-president and general manager, Buick Division, General Motors Corp., has pumped more than \$100 million into his 1958 models in a bid to win back (from Plymouth) third place in auto sales. Ragsdale did not expect that he would be forced to spend that much money this year after spending more than that amount to make major changes in Buick for 1957.

Buick made a wrong bet in its '57 styling. "No one has a monopoly—or guarantee—of any share of the automobile market," says Ragsdale. "In a highly competitive field such as ours, success in the market place must be earned, and must be earned everyday in the year."

Before the war the auto industry could "get away with" a major model change every three years. Since the war the public has demanded something new every two years. Now the auto industry is facing up to the prospect that the public will insist upon a major new model each year.

So you might ask yourself if your product today is essentially the same as it was five years ago. If it is, you may be courting serious trouble, especially if a competitor within or without your industry decides to gamble that your customers are ready for a more frequent major model change.

## Where Is Marketing's Efficiency?

All too often when people cry out that "marketing costs too much" they refer to the fact that the cost in dollars of taking a product to market exceeds the cost of making it. They quickly decide that "marketing is too expensive." This hasty conclusion usually is based on the assumption that the price to the consumer "is too high." But anyone who gives the matter a second thought realizes that the consumer doesn't care how the cost of producing and marketing a product or service is divided. His interest is the price he pays the lowest price at which it can be sold?

Marketing, however, has the same obligation as production to increase efficiency. "The thing that has appalled me," says Al N. Seares, former chairman, National Sales Executives, Inc.; and vice-president, Remington Rand, "is that we have been able to increase production about two to four per cent per man-hour period . . . in the field of marketing, however, we have not applied some of the techniques of the kind we are discussing today [at *Life's* Marketing Round Table]. I am sure there is no one of us that can point with pride to the fact that we have increased the productivity of the so-called selling expense dollar by any 35, or 40, or 45%."

Is Al Seares correct? [Is] "the finger of criticism going to continue to point to us in marketing for not delivering as much value as we should in the end product and in relationship to the costs of distribution"?

Excerpt from  
Starch 51st Consumer  
Magazine Report:

Of all **Elks** Magazine households surveyed, **43.3%** reported spending more than **\$200.00** on vacation travel during 12 months. This is exceeded by only **3** of the **54** magazines appearing in the report.

1,100,296 Elks comprise a mass market with class incomes the median of which is \$6,050. The Starch 51st Consumer Magazine Report gives the complete picture. Just write or phone to see a copy.

THE **Elks** MAGAZINE  
New York Chicago  
Portland Ore. Los Angeles

*the Ballet  
Russe*

again chooses



**NATIONAL  
VAN LINES, INC.**

Once again, National is moving the Ballet Russe de Monte Carlo on its 110-city, six-month tour of the U.S. Proof that National is equipped to carry out the most difficult jobs!

Let National handle *your* next move! Rates are lower and credit terms can be arranged for qualified customers. Direct "one van" service to all 48 states; world-wide plane or "Ocean-Van" service.

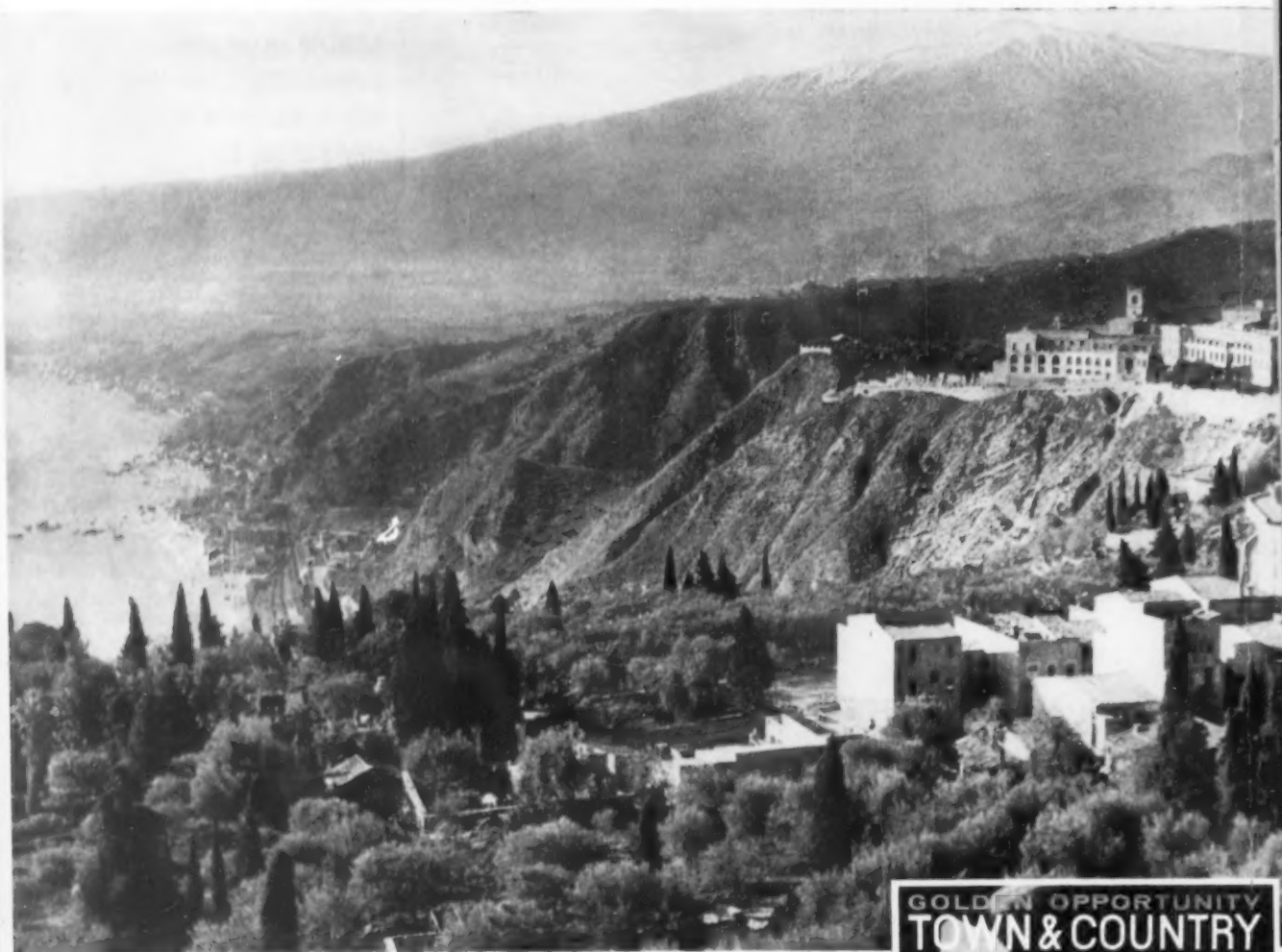
For full details, contact *your* local NVL agent or Mark Egan, General Sales Manager, National Van Lines, Inc., National Plaza, Broadview, Illinois.



AMERICA'S PIONEER NATIONWIDE MOVING COMPANY



# The key to their



Photograph By Karl Bisinger



Town & Country recently recorded  
the biggest September issue  
in its 111-year history — with an  
advertising increase of 25% over 1956.



# Eden is a Hearst Magazine

Not all *Town & Country* editors vacation in Taormina — go to work in striped trousers — or commute from Westbury in a Mercedes Benz. But they could easily fit into all three, because they know the people who somewhat regularly do—the privileged minority who move in an influential circle from Piping Rock to Sicily and the Virgin Islands.

As one editor says: "I consider *Town & Country* a personal news letter to a large number of people, about half of whom I know, and half of whom I do not happen to know."

He means that those he doesn't know, he *does*—in the sense that, living himself in their privileged inner circle, he thinks, talks and lives as they do.

## KEY TO A PRIVILEGED PATTERN

However the readers of *Town & Country* spend their upper-incomes — whether on trips to Europe or Bessarabian Rugs—they are the pace-setters, the group which sets the trends that others follow.

They are the key to privileged patterns of behavior. Speak to them, and you speak to all who are interested in gracious living.

And that is true of every Hearst magazine. Because each is edited for a specific, dedicated group — the pace-setters, the eager, the wide-awake. Each fits its market as a key fits its lock.

## KEY MEN — KEY MARKETS

Hearst representatives are key men in the publication field — because each speaks for a magazine keyed to its readers, not spread abroad. They talk specifics, not generalities. They speak of *interests* as the key to circulation.

And Hearst markets are key markets—based not alone on charts or figures, but on the personal enthusiasms of particular consumer groups.

Whether you're talking to the privileged readers of *Town & Country* — or to the man whose hobby is foreign cars or fishing—let Hearst editorial insight be the key that lets you in.



**HEARST MAGAZINES**  
10 keys to the special interests of 10 groups of people



## For DISTRIBUTION COSTS

Anywhere in the  
United States, Canada or Mexico  
call

### AMERICAN CHAIN of WAREHOUSES



**NEW YORK**—For warehouse and distribution costs and outline of American Chain services, call John Terreforte, Eastern Manager, 250 Park Avenue, Plaza 3-1234.



**CHICAGO**—The same information and help are available through Western Manager, Henry Becker at 53 Jackson Blvd., Harrison 7-3688.



**LOS ANGELES**—To assist you with your problems in the Far West is West Coast Manager, C. E. Jacobson, 4419 W. Peco Blvd., Webster 3-8507.



**WHEREVER YOU ARE**—Your nearest American Chain of Warehouses member will supply you full details. Send to our New York office for free membership directory.

● You can rely on the 76 members of American Chain of Warehouses for the finest storage facilities, capable personnel, modern handling methods, good customer relations, many special services, and wide market coverage. Call American Chain next time!

### AMERICAN CHAIN OF WAREHOUSES, INC.

A Nationwide System of Public Warehouses



Every Link A Strong One

## CORPORATE CLOSE-UP

### Polaroid Focuses On the Sales Chief



The marketing executive is being recognized in an additional way as the man who buys the equipment with which to engineer sales. Promotion materials breaking this month introduce to sales and merchandising managers a new selling tool: do-it-yourself slides that can be projected two minutes after snapping them.

Countless uses by speakers include: illustrating a point-of-purchase talk with slides taken immediately beforehand (for example, of a display in the pharmacy downstairs), snapping the toastmaster in both smiling and sad poses and flashing these on the screen for humorous effects during a series of slides, taking closeups of some of the audience examining each feature of a new product or promotion, then using these slides to lead up to the item's unveiling.

By thus catering to the sales manager, Edwin Herbert Land, 48, chief inventor, chairman and president of Polaroid Corp., anticipates adding a new dimension to his own sales. What he offers is simply a new film for the regular 60-second Polaroid Land Camera. Instead of the usual positive print the film produces a transparency that can be snapped into a plastic frame. Cost: 55 cents each.

Out since 1948, the Polaroid camera represents 90% of Land's business but may now shove such Polaroid specialties as sunglass lenses even further into obscurity. Land is preparing to snowball the effect of his two-minute slides with a new economy model of the "camera with the built-in darkroom" and colored film.

Land's ingenuity has not invariably paid. When 3D movies fell flat in 1953 he was turning out a million throw-away goggles a day. But with Vectograph, his invention for projecting a 3D image from 2D film, Land still hopes to restore hurtling lions to the screen and viewing goggles to the audience.

A long-range project that the Harvard doctor of science (honorary) has been nursing since the late 40's is a glare-preventing auto headlight and windshield combination. For "the \$30 to \$80 a heater costs," Land claims that a Polaroid-equipped night driver could see an oncoming motorist's license number and necktie. But the brighter head lamps Polaroid drivers would need to compensate for their own filtered windshields would blind unequipped drivers every time they passed a Polaroid-outfitted car. Even though Land is prepared to supply all holdouts against his system with \$2 temporary visors, Detroit keeps turning him down "until the public demands it."

Between hush-hush projects for Washington and Polaroid's policy of farming out nearly all camera production, the company is as rumor-barraged as any in the country. Its use of Kodak lenses has occasioned whispers of a merger between Polaroid and Eastman Kodak. To protect trade secrets Land makes film in his own plants.

On less well guarded operations, Land has had such disappointments as seeing his once good customer Magnavox switch from Polaroid TV screens to its own glare-filtering "Chrometone." Nevertheless, Polaroid sales of \$19 million for the first half of 1957 appear headed toward a new high over last year's \$34 million—itsself a 30% advance over 1955.


The start of it all: In 1946 Land was "shooting" his young daughter with an "old fashioned" camera when she announced, "Daddy, I want to see the picture NOW!"

YEAR AFTER YEAR, MORE MANUFACTURERS ARE

# making it as easy as possible

for active buyers to find out what they want to know  
about products they need

**A SIX-YEAR RECORD OF MANUFACTURERS' EMPLOYMENT OF PRE-  
FILED CATALOGS AS A BASIC SERVICE TO BUYERS**

Year	Number of Participating Manufacturers	Number of Catalog Pages Pre- filed in  Files	Number of Individual Catalog Copies Pre-filed
1952	1,358	20,508	40,328,000
1953	1,482	21,072	45,476,000
1954	1,543	22,838	47,168,000
1955	1,543	23,700	48,259,000
1956	1,660	25,876	51,706,000
1957	1,740	27,944	53,954,000



**Sweet's Catalog Service** division — F. W. Dodge Corporation  
119 West 40th Street, New York 18

Sweet's catalog services include catalog design; catalog printing; the maintenance of pre-filed catalog collections, for continuing and instant accessibility, in carefully qualified offices throughout the building and industrial markets.

# "Trade paper advertising helps the man who sells"



In beautiful mile-high Denver, we recently had the pleasure of discussing the use of trade and industrial publications with amiable Gerould A. Sabin, Director of Advertising for the Colorado Fuel and Iron Corporation. Although a native of Illinois, Jerry has made Denver his home since his early years. In 1918 he left Colorado College to serve as a lieutenant of artillery. Following the war he built a successful insurance business, which he sold in 1926 to do sales promotion work for CF&I. In 1930 he was named Advertising Manager of the company and in 1946 was advanced to his present post, with responsibility for all advertising activities of the corporation and its subsidiaries. Mr. Sabin is active in the Denver Advertising Club and has the distinction of having served as the first president of the Colorado chapter of NIAA. Here are some interesting extracts from our conversation.

**Q** CF&I dates well back into the past century; so there must be many highlights in your corporate history. What do you consider to be the most significant date of all?

**A** If you are willing to exclude the year the company was founded, 1871, I'd say 1945 was probably the most important. It was then that the Colorado Fuel and Iron Corporation and Wickwire Spencer Steel Company merged to combine the research, production and distributing facilities of these two famous organizations and thus offer American industry a new, nation-wide service in steel and wire products and allied specialties.

**Q** What is the extent of the CF&I operation at the present time?

**A** The corporation has 13 plants and maintains offices or warehouses, or has sales representation, in 97 cities coast to coast. We are of course engaged in the manufacture and sale of a wide variety of steel products.

**Q** Did the consolidation which took place in 1945 materially affect your advertising activities?

**A** Very definitely. Because our area of operation was no longer limited, we were able to start advertising on a national basis.

**Q** What is the advertising history of CF&I?

**A** Some advertising was done almost from the start—the "do-it-yourself" kind. As early as 1926 we had an agency and were getting out a certain amount of direct mail and farm publication advertising. However, by 1929 the company had grown to the point where it became desirable, or I should say necessary, to establish a full-fledged advertising department. We had reached the point where our salesmen found they were spending too much time selling the

SALES MANAGEMENT



*"As our company develops new products it must find new markets. This of course dictates the use of additional trade magazines."*

corporation and its many products, not enough time writing orders.

**Q** Then you would say that your co-ordinated activities started in 1929?

**A** That is correct.

**Q** How important a part do trade and industrial publications play in your advertising activities?

**A** A very major role. And our use of trade magazines has grown steadily over the years. As our company develops new products it must find new markets. This of course dictates the use of additional trade magazines.

**Q** Is your space advertising restricted to trade publications?

**A** With only two exceptions—certainly the bulk of our advertising appears in the trade press.



*"Trade and industrial publications make it possible for us to find, educate, remind and condition a concentrated trade audience—those best in a position to buy and use CF&I products."*

**Q** What are your advertising objectives?

**A** Well, certainly the most important is to make the selling job easier. In fact we merchandised our 1956-57 campaigns with the slogan, "Trade paper advertising helps the man who sells." We want to keep the products made and sold by CF&I constantly and favorably in the minds of the metal-using public.

**Q** And just what is your advertising philosophy?

**A** We believe that the most successful advertising is based on facts—the right facts presented at the right spots to the right people. And, incidentally, our advertising story is the very same story told by our salesmen. We feel that each printed message is another sales call, and close coordination between the two is essential.

**Q** How are your sales and advertising functions coordinated?

**A** At the beginning of each year we hold a series of planning sessions attended by our top sales executives and their assistants. From them we gather a complete picture of sales potentials, new markets, sales objectives, and the like. These conferences last approximately 6 weeks, and once we have evaluated the information given us, we can plan the advertising campaigns which will complement and support our sales efforts. Once we have a campaign in copy and layout form it is carefully reviewed by these same people.

**Q** In general terms, how do you evaluate the importance of trade and industrial publications?

**A** Well, from the standpoint of the advertiser, their importance is considerable. Trade and industrial publications make it possible for us to find, educate, remind and condition a concentrated trade audience—those best in a position to buy and use CF&I products. They enable us to reach our customers and prospects quickly and with greater regularity than our salesmen can. They serve to introduce our salesmen to new prospects and make their calls easier and more effective. They also reach and influence many decision-making people with whom our salesmen normally have no contact.

**Q** Have you established any general policy so far as copy approach or art treatment is concerned?

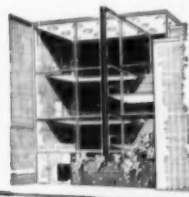
**A** No. We have no preconceived ideas about such things. We do, however, try for something new each year. So far as copy is concerned, we believe in brevity, but we make certain that the story we tell in our trade advertisements is sufficiently long to carry our message adequately.

**Q** How do you go about establishing advertising budgets for your various products?

**A** I'm afraid that such a question takes in too much to be answered here. However, I will say that a sound budget can be determined only after careful and detailed consideration of all factors. And I can't overemphasize the importance of a planned budget if specific objectives are to be achieved.

Through the use of trade and industrial publications you are able to communicate with your customers and prospective customers in an atmosphere that is natural to them, most productive for you. In this respect, the responsible trade press serves a purpose unduplicated by any other selling force.

Chilton publications cover their chosen fields with an editorial excellence and a strict control of circulation that assure confidence on the part of readers and advertisers. With such acceptance goes proportionate selling power.



# Chilton

## COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania



**CHILTON PUBLICATIONS:** Department Store Economist • The Iron Age • Hardware Age • Spectator • Hardware World • Jewelers' Circular-Keystone • Automotive Industries • Gas • Distribution Age • Optical Journal and Review of Optometry • Motor Age • Boot and Shoe Recorder • Commercial Car Journal • Butane-Propane News • Electronic Industries • Book Division

# LaSalle covered a vast territory . . .

*Rene Robert Cavelier, the Sieur de LaSalle, explored the entire Mississippi Valley, from Canada to the Gulf of Mexico, in the 17th century—establishing forts for France, planting colonies, developing trade.*

today

WGAL-TV covers

a vast MARKET territory

- 3½ million people
- in 1,015,655 families
- owning 917,320 TV sets
- earning \$6¼ billion annually
- buying consumer goods that add up to \$3¼ billion annually in retail sales

It's the coverage that makes WGAL-TV America's 10th TV Market!



## CHANNEL 8 MULTI-CITY MARKET

# WGAL-TV

LANCASTER, PA.

NBC and CBS

STEINMAN STATION  
Clair McCollough, Pres.

A map of the Lancaster, PA area, showing various cities and towns within the Channel 8 Multi-City Market. The map includes labels for cities like Harrisburg, York, Lancaster, Reading, and Pottsville. A large number '8' is superimposed on the map, with 'MR. CHANNEL 8' written inside it. Below the map, the text 'NBC and CBS' and '316,000 WATTS' are displayed.

Representative: The MEEKER Company, Inc. New York • Chicago • Los Angeles • San Francisco

## Fancy vs. Fact

"HARD-TIMES PROSPERITY." That's a good name for the period we're in. Our economic machinery is breaking records in production, sales and spendable income, BUT business continues to moan and wail and half-suspect that "hard times are coming." How mixed up can a nation get?

The confusion stems from failing to distinguish clearly between fancy and fact. Here's a side-by-side comparison by the editors of SALES MANAGEMENT.

**FANCY:** 1957 is the prelude to a serious recession. Business is bad and getting worse.

**FANCY:** Our economy is rotten with soft spots and this decay will soon spread to so-called healthy industries.

**FANCY:** Layoffs in aircraft, appliances and other sagging industries will adversely affect our economy.

**FANCY:** Our rocketing inflation is bound to bring about a recession.

**FANCY:** Consumer income will decline since factories are cutting out overtime, reducing work hours. Thus, buying will fall.

**FANCY:** Tight money has hurt those industries dependent on instalment buying.

**FACT:** It is only natural for some businessmen to mistake an increase in competition for a decline in buying. Actually, consumer purchases are running 5% to 7% ahead of last year. If you didn't get your share of this **increase**, or if your company's sales **decreased**, chances are you were bested by your competition—not the victim of a general decline in business. The cure for this kind of "bad business" lies in better selling!

**FACT:** Perhaps it's unfortunate, but business has never learned to parade in step. Right now, several industries are limping behind. But, in each case, there's a specific—not a general—reason. For instance: **Aircraft** is the victim of (1) defense budget cut, (2) new emphasis on missiles. **Consumer durable goods** have been hit because consumers choose to spend their money on services, recreation; harder sell needed for hard goods now. **Stock market:** Nothing really wrong here. Interest in investing stronger than ever, and with most of the securities owned outright, little chance of a big drop so long as corporate profits remain high.

**FACT:** If so, only in a minor way. Many of those laid off are quickly finding jobs in other industries. The country as a whole is perhaps "over-employed," with 67 million working out of a total labor force of 70 million. The three million out of work—with relatively few exceptions—are either between jobs or waiting a while before becoming employees again. Non-farm employment gained in August.

**FACT:** Inflation—despite 4% rise in less than 12 months—appears nearly halted, at least through 1958. Rising productivity is making it possible for many manufacturers to absorb recent pay boosts without increasing prices. It would take a much bigger growth rate of inflation to affect business seriously at this time.

**FACT:** True, the outlook is for less overtime pay, but average factory wage is at all-time high of \$83-plus per week. Personal incomes now run at an annual rate of \$345 billion, a full \$18 billion above the level of 1956. So, while overtime pay is important to certain individuals, it has minor effect on economy compared to the effect of the **general** rise in wages per hour.

**FACT:** It seems that virtually nothing can deter the consumer from buying on instalments. He may be paying a slightly higher interest rate than last year, but this doesn't seem to bother him. He thinks in terms of "how much a month?" and the increase on this basis amounts to pennies. Instalment debt now totals \$32 billion, an increase over last year. Nevertheless, people are also saving more money today—roughly 7% of their incomes. Whether this saving is due to the higher interest rates currently being paid on savings accounts, or whether it is a reflection of the selling profession's failure to build up "wants," is hard to say.

**FANCY:** All corporations are caught in a profit squeeze; they'll have to retrench or raise prices.

**FANCY:** New home starts are down below a million for this year. The housing boom is over. Allied industries will suffer, too.

**FANCY:** While a recession hasn't actually started, business talk indicates grounds for pessimism.

**FACT:** Some companies are caught in a profit squeeze and they'll have to wriggle out as best they can. BUT, most firms' profits are running ahead of 1956. Total corporate profits at the year's end will show this squeeze factor to be a little overplayed.

**FACT:** Congress came up with some medicine in the form of a new FHA plan and it looks as though housing will be among the healthiest of industries. Actually, the over-all construction industry, to which housing belongs, hardly noticed the dip in new home starts. It's been riding high with new office buildings, new roads, new plants, home improvements. August home starts were at the over-a-million rate.

**FACT:** We've heard the talk, too. There is more psychological danger in it than truth. Fact is, we've become a nation of mountain climbers after nearly a generation of scaling business peak after business peak. We're restless on the plateau where we now find ourselves—even though this plateau itself is higher than many of the peaks we topped in recent years. We've got to sell ourselves on the virtues of plateau living, because this high, flat but gently rising ground is likely to be our economic home for a year or two.

Here are facts to help you answer the disgruntled talk you may hear from chronic peak seekers:

**Steel**, after a slight dip, is edging up. Output this year may top 1955's all-time record of 117 million tons.

**Farm income** is looking up, and farm equipment makers have increased sales over last year.

**Tax cuts** are almost sure for next year. With elections coming up, cuts of 3 to 4 billions likely. Will be big stimulant.

**Appliance industry**—admittedly a weak spot—is beginning to recall workers. Prospects are reasonably good for coming year; excellent for coming decade.

**Auto sales** are picking up. If the new 1958 models should capture public's imagination and really catch fire, whole economy would suddenly get an uplift. A lot depends on selling job by dealers. Public has both the cash and room for credit expansion.

**Retail sales** this year are ahead of 1956 and fourth-quarter selling is off to a brisk start, with prospects of a record Christmas season.

**Defense spending** has been cut a little more than 5%. Present \$38 billion annual rate scheduled for 1958 is likely to be the low for several years. May even rise. The shift to missiles is apparent. It's hard on some industries. Shot in arm to others.

**Capital spending**, which has been going up, up, up, is leveling off. It's at an extremely high level of \$37 billion for the year. Any decline in plant expenditures is likely to be made up by increased expenditures by state and local governments for schools and roads.

**Gross National Product**, measured in dollars, is running \$20 billion ahead of last year.

**FANCY:** We're trapped by economic pressures. Even if we don't have a recession, we'll stay in business doldrums indefinitely.

**FACT:** Not necessarily. If we are patient and not too ambitious, we'll leave the present plateau more or less automatically in the early 60's when a huge crop of youngsters starts to arrive at marrying age. But, if we are individually or concertedly aggressive, we can leave this plateau almost at will. Our capacity to produce can accommodate increased consumption. This increased consumption can be created only through selling. If we get out and sell we can shape the economy to our liking!

## TODAY AND TOMORROW BELONG TO THE SALESMAN!

*Reprints for your salesmen 10 cents each (100 or more, 5 cents each). Please remit with order, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.*

How to keep  
the **ZEST**  
in  
yeast



Standard Brands  
laminates with

*Pliofilm*

Big as life, on the package you see these words: "Active" and "Dry."

And clue they are to the problems involved in safeguarding the zest of fine dry yeast like famous Fleischmann's until it goes into delicious dishes.

Fleischmann's has found that PLIOFILM halts those "leakers"—packages which lose their "dryness" and get "active" before they are meant to!

Hence the bright, new "Triple-Fresh" Pack by Standard Brands which features PLIOFILM right next to the thirsty product so the inert nitrogen stays in and life-robbing oxygen stays out.

It isn't the first time PLIOFILM has licked a tough problem. You see, this rugged film readily laminates to virtually anything (in this case, to foil), heat-seals with a welded bond as tough as the material itself, is extremely moisture- and puncture-resistant.

Fact: No other transparent film is as effective for lamination as PLIOFILM, is so free of "pinholes," so grease-resistant, so low in cost.

Question: Why not check into PLIOFILM for packaging your dry yeast, hard candy, soup mixes, milk powders, pharmaceuticals, instant coffee, fresh or frozen meats? Get the full facts from the Goodyear Packaging Engineer, Goodyear, Packaging Films Dept. J-6434, Akron 16, Ohio.

GOOD THINGS ARE BETTER IN

*Pliofilm*



Pliofilm, a rubber hydrochloride—T.M. The Goodyear Tire & Rubber Company, Akron, Ohio.



## CONCENTRATED FOOD BUYING AUDIENCE CAPTURED BY OKLAHOMAN'S FOOD GUIDE

Everything in the Oklahoman's Friday Food Guide pertains to homemaking—no extraneous material is permitted. The result is a highly concentrated audience of food-minded homemakers in a mood to make food buying decisions.

This r.o.p. standard size section of food news and features—using full color—recipes, menus and food advertising is receiving enthusiastic cooperation and coordination by local food retailers.

The Oklahoman's Food Guide sells food in a zooming food market. In metropolitan Oklahoma City alone food sales gained 40.4% (1956 over 1953)\*—the greatest gain in any metropolitan city in the great southwest, including Houston, Dallas, Fort Worth, San Antonio and Tulsa.

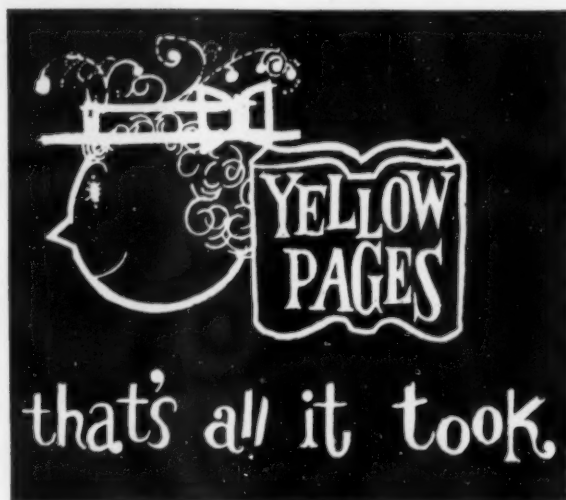
Is your product keeping pace with this sales growth record in Oklahoma? Put this powerful food sales tool to work boosting sales for you!

\*Sales Management.

**THE DAILY OKLAHOMAN  
OKLAHOMA CITY TIMES**

published by  
The Oklahoma Publishing Co.,  
represented by  
The Katz Agency

# BBDO BULLETIN



**Troubles** come fast—and go even faster—in this new TV spot for the Yellow Pages phone book. In animated rebus form, film describes the trials and tribulations of an average couple, and how the Yellow Pages came to their rescue—with everything from a repairman for the clock to a new secretary for hubby. The moral is clear to viewers of *Million-Dollar Movie*. The Yellow Pages is “The First Place to Look... for Anything!”



To fit a host of commodities, in any form, Continental has a full line of containers: metal, paper, plastic and glass. Continental Can Company is a leader in packaging, research and development. Hence this “reputation” campaign in *Time*, *Fortune*, *Business Week*. Each color spread features a different product and headlines the theme: Whatever you make, or whatever you pack, “Continental has the right package for you!”



**Uncle Wethbee**, brainchild and TV weather reporting partner of Tex Antoine, is now a popular newspaper columnist for Consolidated Edison. Readership studies, surveys and huge returns from offers made through his column show that Uncle Wethbee has a large following. Thousands of New Yorkers enjoy his entertaining facts and fancies. He's a salty, little good will ambassador for dependable Con Edison electricity and gas.



**Climaxing** one of the happiest anniversaries in Sheraton history was the recent opening of its new Philadelphia hotel. After nineteen years of steady growth, the Sheraton family now numbers 46 hotels in 32 cities. Also celebrating an anniversary is Sheraton's distinctive “magazine-poster” campaign—now in its fourth big year. BBDO Boston is proud to play a part in the continuing success of Sheraton, “the proudest name in hotels.”

**BATTEN, BARTON, DURSTINE & OSBORN, INC., ADVERTISING**

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE • TORONTO

OCTOBER 4, 1957

# **"ADVERTISING HELPED US INCREASE RECOGNITION BY 70%"**

## **Bob Wagner Tells How Business Magazine Advertising Helped Westinghouse Elevator Division's Growth**

"For the past seven years," says Mr. R. H. Wagner, General Manager (Regional Operations), Westinghouse Electric Corp., Elevator Division, "we have concentrated our advertising in leading business magazines. Our aim was to build recognition of Westinghouse as a leading manufacturer of quality elevator systems.

"This consistent concentration of advertising effort has helped to achieve these results:

- *a 70% increase in recognition*
- *more than a 250% increase in the number of prospects who thought of us first among elevator manufacturers."*

If you make or sell a quality product or service that is bought by business and industry, it will pay you to "mechanize" your preliminary selling through consistent business magazine advertising. It builds interest, increases recognition, frees your sales force for the more important jobs of making specific proposals and closing orders. In most cases, the most effective place to "mechanize" your selling is in one or more of the McGraw-Hill magazines serving your specific markets.

### **McGRAW-HILL PUBLICATIONS**

McGraw-Hill Publishing Company, Incorporated  
330 West 42nd Street, New York 36, New York



OCTOBER 4, 1957



*Out-of-town telephoning is good business, says Mr. Clement S. Castleberry, President of Castleberry's Food Company*

## **"I keep in touch by telephone with our salesmen in 17 states"**

"The food business moves fast these days," says Mr. Clement S. Castleberry, president of Castleberry's Food Company, Augusta, Georgia. "If you're not on the spot when things happen, you're out of luck. That's why I use the telephone to keep in touch with our salesmen who travel seventeen states.

"For example, an inquiry came in from a large chain in New York. I telephoned our New York office and had a salesman in the buyer's office almost immediately. Result: a most impressed buyer and, better still, a

nice sized order on the first call!

"Frankly," Mr. Castleberry says, "I'd hate to try to run our business today without being able to call out of town so conveniently."

***Success with sales by telephone can be yours, too. We'd like to show you how the telephone can fit most profitably into your operations. Just call your Bell Telephone Business Office and a representative will visit you.***

### **LONG DISTANCE RATES ARE LOW**

#### *Daytime Station-to-Station Calls*

<i>For example:</i>	<i>First 3 Minutes</i>	<i>Each Added Minute</i>
Augusta, Ga., to Charlotte, N.C.	65¢	20¢
Chicago to Indianapolis	70¢	20¢
Baltimore to Boston	\$1.10	30¢
Los Angeles to New York	\$2.50	65¢

*Rates are lower after 6 p.m. and all day Sunday. Add 10% federal excise tax.*

**BELL TELEPHONE SYSTEM**



**SALES MANAGEMENT**

## LETTERS TO THE EDITORS

### fine summary

EDITOR, SALES MANAGEMENT:

The article entitled, "Let's Take a Look at the Pitfalls in Diversification" in your July 19 issue was one of the best summarizations of the problems involved in mergers and product diversification which I have seen.

Carl F. Knabe

Manager, Sales Analysis & Planning  
Component & Intermediate  
Distribution Sales Department  
General Electric  
Schenectady, New York

### club plans

EDITOR, SALES MANAGEMENT:

Congratulations, Gentlemen . . . on Mr. Cummings' fine article re: Club Plans. ["Have Your Competitors Discovered Potential of Club Plans as Outlets?" SALES MANAGEMENT, Aug. 16, p. 48] He has spot-lighted an area of distribution that too many manufacturers and marketers look at too quickly . . . or even overlook! It's a thorough job—well done!

Murray M. Spitzer

Broderick-Spitzer Associates  
New York, N. Y.

### transferable idea

EDITOR, SALES MANAGEMENT:

In the current issue [SALES MANAGEMENT, Aug. 16, page 76] we were intrigued by the attached photograph ["On Every Buyer's Desk: 12,000 lbs of machinery"], and how such a selling tool might be applied to mattress promotions.

We would appreciate your giving us the name of the company that manufactures this mailing piece.

Ernest M. Wuliger

Sealy Mattress Co.  
Cleveland, O.

► Write to Charles R. Crowder, president, Van Norman Machine Co., 3640 Main St., Springfield 7, Mass. for information.

### distributor's salesmen

EDITOR, SALES MANAGEMENT:

In reading your April 19, 1957 issue we enjoyed the article "How to Get More Distributor's Salesmen

'Working for You'". [p. 58] It was particularly timely inasmuch as we have just inaugurated a sales training program aimed at just that topic.

J. E. Rutledge

Supervisor Sales Training  
Crown Zellerbach Corp.  
San Francisco, Calif.

### yelling ain't selling

EDITOR, SALES MANAGEMENT:

I was glad to read "Yelling Isn't Necessarily Selling!" on page 108 in your August 2nd issue.

It is my observation that many people are tuning out on commercials that yell.

Sherman P. Storer

Manager, Market Research &  
Development  
Mohasco Industries, Inc.  
Amsterdam, N. Y.

### expansion means more advertising

EDITOR, SALES MANAGEMENT:

We are interested in your efforts to document a feeling that many large corporations are moving forward on promotional and advertising programs in the present economy with confidence and optimism.

The expansion of our advertising programs in 1956 was partially due to new products plus new markets for some of our established products, and this expansion is continuing in 1957. Plans for 1958 are not yet finalized so it is difficult to be specific in answering this phase. . . . However, our present thinking is one of progress and continued growth in product lines and sales. Obviously this must be stimulated by continuation of strong and intensified advertising and merchandising effort.

We expect 1957 sales to compare favorably with 1956, but have made no final forecast for 1958 at this date.

H. Plimpton, Jr.

Assistant to General Sales Manager  
Corn Products Sales Co.  
New York, N. Y.

### budget discrepancies

EDITOR, SALES MANAGEMENT:

In reviewing the page proofs for the article "Forty Biggest Advertisers Boosted Budgets More than 50%"

(continued on page 27)

IN LOS ANGELES  
THEY SAY  
"TIMES, FIRST OF ALL"



**\*Hotels &  
Resorts  
place 49.4%  
of ALL their  
Los Angeles  
metropolitan  
newspaper  
advertising  
in The Times**

(In the first 6 months of '57

The Times led in  
95 of Media Records'  
114 classifications.)

In Los Angeles, the booming hotel and resort business looks to The Times to keep accommodations lists full. Long their favorite newspaper, The Times regularly publishes about half of all their local advertising linage.

LOS ANGELES  
**TIMES**

Represented by Cresmer & Woodward  
New York, Chicago, Atlanta, San Francisco, Detroit

# WHAT'S UP IN MIAMI?



CAPE FLORIDA LIGHT  
AN HISTORIC LANDMARK  
OF SOUTH FLORIDA

Population is UP! People — the moms, pops and kids who push sales charts upward in the zooming \$2-billion Greater Miami-Gold Coast market. In only 20 years, the population of Greater Miami and adjacent Broward County has leaped 432% while the U.S. has grown 29%. In the next 20 years, experts predict an area growth of 257% as against the nation's 38%.

## What's up in Miami? **EVERYTHING!**

NOTHING UNDER THE  
SUN covers Greater Miami  
and the Florida Gold Coast like

**The Miami Herald**

Reaches 91% of Greater Miami  
newspaper homes. Exclusive  
home-penetration 7 to 1.

NEW! 1957 STUDY "TOP TEN BRANDS"

For your free copy write The Miami  
Herald, or ask the man from

STORY, BROOKS & FINLEY

## LETTERS

[p. 46, Aug. 2], we noted certain discrepancies in the statistics pertaining to Shell which we could not reconcile with our records.

The 1955 Four-Media Expenditures amounted to about nine million instead of six million dollars which changes the rate of growth to 15% increase rather than the 73% rate shown in your article.

This information is brought to your attention for whatever action is deemed advisable. I might also add that we prefer not to have our expenditure figures publicized.

D. C. Stevenson

Manager  
Advertising Division  
Sales Promotion-Advertising Dept.  
Shell Oil Co.  
New York, N. Y.

► Thank you for the correct information.

### up TV advertising

EDITOR, SALES MANAGEMENT:

In addition to media cost increases, a major reason for expansion of our ad budget last year was to get more audience impact through a greater use of television. Our half-hour weekly Telephone Time TV drama shows and special one-hour Science Series programs, both started last year, are continuing this year. It's still too early to talk about 1958. . . .

Harry W. Wilcox

Advertising Manager  
Printed Media  
American Telephone & Telegraph Co.  
New York, N. Y.

### Swedish anthology

EDITOR, SALES MANAGEMENT:

I want to congratulate you on your article about Electrolux. ("This Year . . . \$100,000,000 for Electrolux," page 31, December 7, 1956.)

It is very seldom you can read anything about the work of Electrolux and I have the feeling that especially the material about different closing methods is of special interest to all companies in the household appliance business.

Bertil Neuman

Sales and Marketing Consultant  
Stockholm, Sweden

OCTOBER 4, 1957

# only **United Van Lines**

## gives you these important extras!

### "Pre-Planned" Service

United "lightens the load" on busy Traffic Managers and Transportation Officers by relieving them of many details connected with personnel transfers. Pre-Planned service is the modern moving method that minimizes upset and confusion...eliminates last-minute delays. Your personnel are assured of a smoother, easier, more pleasant moving day.

### Sanitized® vans and equipment

Even the most delicate household goods are safe and secure in a United Sanitized® van. Sanitized® is the hygienic process used exclusively by United to inhibit and retard harmful mildew, mold, bacteria and unpleasant odors. It's an extra United precaution to make certain fine furnishings arrive "Daisy Fresh" at destination.

### Bette Malone moving consultant

Want facts about the city to which you're moving? It's schools, churches, industries or recreational facilities? Need advice on packing? Are you faced with any unusual moving problems? If so, you can get the help you need from Bette Malone, United's noted woman moving consultant. Simply address your request to Bette Malone, Dept. SM, United Van Lines, Inc., St. Louis 17, Missouri. No cost or obligation.



for moving with care everywhere... find the United Agent in the yellow pages of your Telephone Directory



New 1957 Publication Research Study Proves...

# In Chicago-it still ...and one must be



New study shows the Sun-Times now is tied  
in No. 1 spot in city coverage and has made the biggest coverage  
gain of any Chicago daily newspaper.

SUN-TIMES 45%

TRIBUNE 45%

AMERICAN 35%

DAILY NEWS 31%

# takes the right 2 the Sun-Times



New 1957 Coverage and Duplication Study again shows no single Chicago daily covers a majority of the market. It still takes 2—and the 2-paper combination with widest coverage *still*\* is the Sun-Times and Tribune.

**NOW—MORE THAN BEFORE, WITH THE RIGHT 2  
IN CHICAGO**

SUN-TIMES

75% combined net coverage

TRIBUNE

**IN CHICAGO AND SUBURBS**

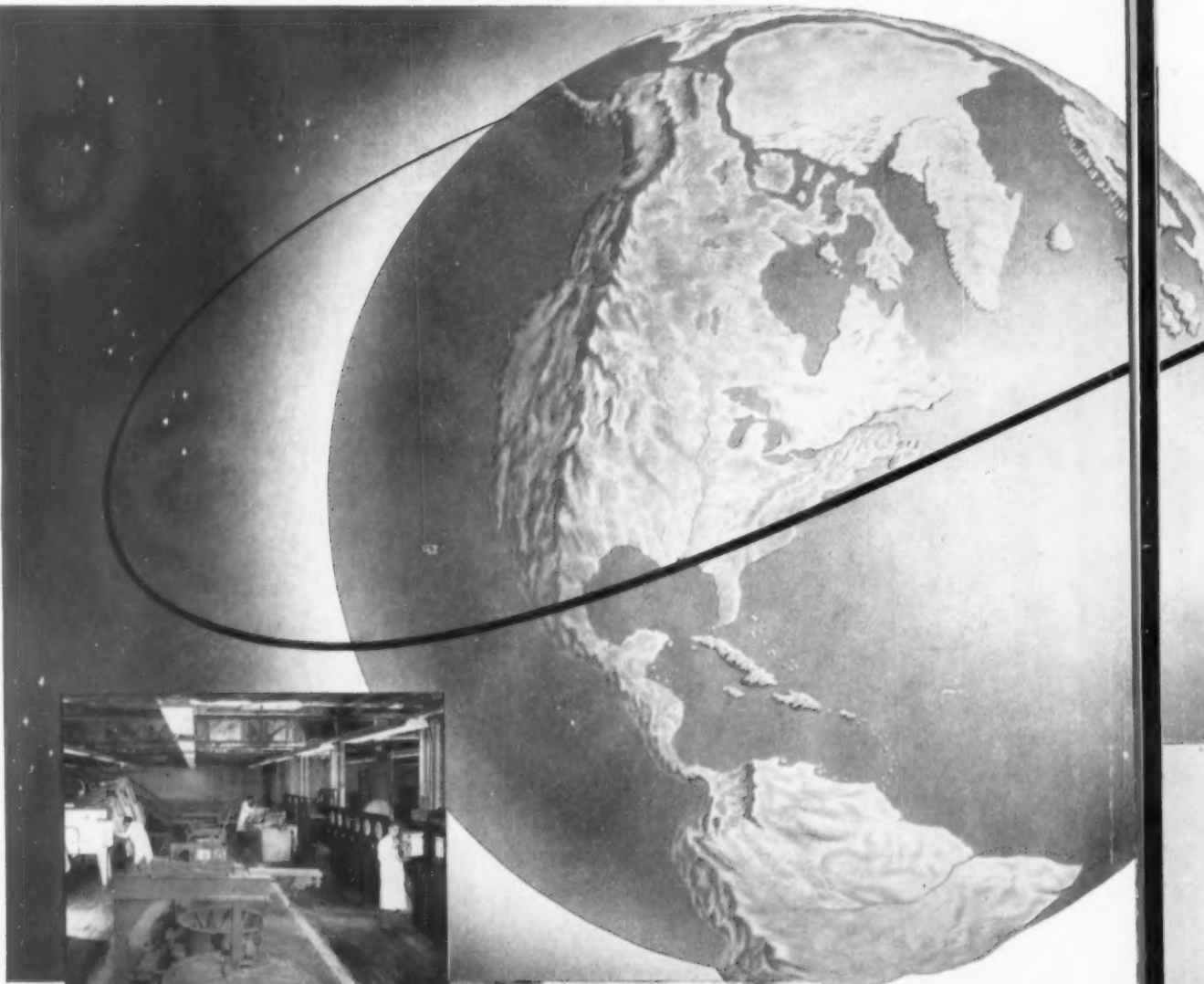
SUN-TIMES

71% combined net coverage

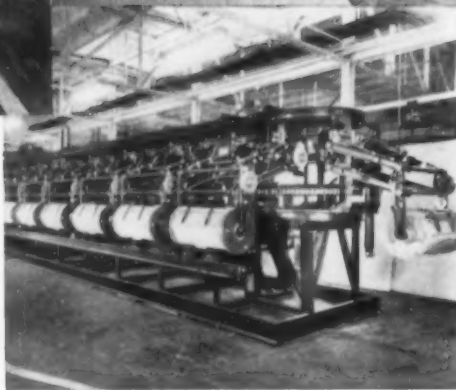
TRIBUNE

\*As in Foundation Research Study issued in 1945, 1951, 1953 and 1955

# IN THIS *DYNAMIC*



**Heat Treatment...**ME Factors influence the purchase of all heat treating equipment, mechanisms and accessories. Chemical composition, mechanical properties and cleaning operations—all demand decisions by metals engineers. More advertisers in this field invest more dollars in Metal Progress markets than in any other magazine.



**Cleaning & Finishing...**The metal makes the difference...determines whether the cleaning operation should be mechanical, chemical or electrochemical...the finish—coating, cladding, spraying or plating...there are scores of cleaning methods and finishes...hundreds of metals and alloys...ME Factors based on engineering knowledge must provide the correct operation.

# WORLD OF METALS

## *ME Factors* mean everything!

Only metal has the muscle to shatter the thermal barrier. Only the strength, the versatility, the economy of metal...can do the job. Metal...working only as metal can...created this dynamic age of transportation.

Metal is made to serve so well by strict adherence to ME Factors...*Metals Engineering Factors* that govern each step of production, processing, fabrication, testing and design application.

Today, the Metals Engineers and the Metallurgists...*the experts who know ME Factors*...are bound together through membership in the American Society for Metals and through readership of *Metal Progress*...their Society's brilliantly-edited, Eastman-researched monthly magazine of metals engineering. More than 28,000 metals engineers eagerly seek the benefits of over 100 million pages of engineering information published annually by ASM...vital information, essential to the use and application of ME Factors.

If you sell the metal industry, the success of your products may be determined\* by ME Factors. Do you know these factors? Are you familiar with them? Why not check them over with an ASM staff engineer...he will be happy to provide an ME Factor Chart that applies to your products. Phone or write your ASM district manager for this free service.

### TYPICAL PRODUCTS INFLUENCED BY ME FACTORS

Purchase and use of products such as these depend upon knowledge of ME Factors...*Metals Engineering Factors*. Only *Metal Progress* and the American Society for Metals concentrate on engineering information involving metals. Because *Metal Progress* is the one metals engineering magazine, it is basic to your business of selling the metal industry.

#### Steels (Plain and Alloy)

Stainless Steels

Tool Steels

High Temperature Alloys

Light Metals and Alloys

Heavy Nonferrous Metals and Alloys

Mill Equipment

Ferro Alloys

Refractories

Melting Furnaces

Die Casting Machines

Forging Equipment

Foundry Equipment and Processes

#### Castings

Powder Metals and Parts

Precision Castings

Stampings

Weldments

Tubing and Other Mill Shapes

Forgings

Extrusions

Tool Steels and Tool Materials

Cut-Off Equipment

Presses and Brakes

Machine Tools

Coolants and Lubricants

#### Furnaces and Parts

Induction Heaters

Special Heating Equipment

Quenching Fluids, Equipment

Atmosphere Preparation

Salts

Supplies

Pyrometers

Indicators and Recorders

Gas Samplers and Analyzers

Automatic Flow and Pressure Controls

Gas Welding and Cutting

Electrical Processes

#### Brazing and Soldering

Fasteners

Degreasing Equipment

Electroplating Equipment

Finishes

Rust Preventatives

Buffers and Polishers

Equipment for Purification of Solutions

Mechanical Testing Equipment

Microscopes and Attachments

Hardness Testers

Nondestructive Testing Equipment

Gages and Comparators

CLEVELAND 3: W. J. Hilly, District Manager • 7301 Euclid Ave. • UTab 1-0700

CHICAGO 4: Victor D. Spatafora, District Manager • 53 West Jackson Blvd. • WAbash 3-7832

DETROIT 21: Don J. Walter, District Manager • 20050 Livernut St. • UUniversity 4-1861

NEW YORK 17: John B. Verrier, Jr., Regional Manager • Fred Stanley, District Manager • 347 Madison Ave. • OXford 7-2667

# METAL PROGRESS



"The Magazine of Metals Engineering"

Published by the American Society for Metals

7301 EUCLID AVENUE • CLEVELAND 3, OHIO

OCTOBER 4, 1957

31



## WHO NEEDS AN IDEA?

When certain advertising problems raise their heads, it's a good idea to get fresh ideas from many people. As more minds are added, ideas multiply.

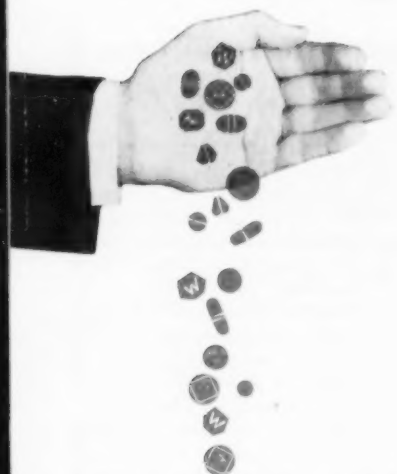
Traditionally at Y & R, these problems are met by groups. Some people in a given group like to work together. They find that creative-

ness is catching, that minds spark other minds. Other people who belong to the group are at their creative best when they work all by themselves.

Whichever way people choose to work, what counts—of course—is not the size of the group of minds—but the size of the minds in the group.

**YOUNG & RUBICAM, INC.**

Advertising • New York • Chicago • Detroit • San Francisco • Los Angeles • Hollywood • Montreal • Toronto • Mexico City • San Juan • London



## Tranquilizers Make Drug Industry Nervous

You may envy the spectacular sales volume, the juicy profits, and sensational publicity enjoyed by the makers of tranquilizers. But do you have the temperament, ingenuity, and sales skills to cope with drug suppliers' profit cycle?

By GRANT JEFFERY

Did you feel yourself relaxing last night while you enjoyed that tender steak?

It probably did not enter your mind that the farmer who raised that beef might have kept your steak on the hoof tranquil and tender by doses of tranquilizers. Or that, while you ate, you absorbed some of the tranquilizer yourself.

Actually, if your meal gave you a feeling of well being there is little chance that it had anything to do with tranquilizers. So far the U. S. Food and Drug Administration has not licensed manufacturers to sell tranquilizers for consumption by meat and dairy animals.

For more than a year, however, veterinarians have prescribed Equanil, Miltown, and other peace pills to calm high-strung horses, dangerous dogs, and mean ranch mink. At least one flock of tranquilized turkeys has placidly gone off to the market.

There is little FDA can do to prevent a progressive farmer from giving his horses' tranquilizers to his cows, although it would be hard for a layman to determine the ideal dosage for Bossie. Indeed there is a serious problem of animals' prescriptions being borrowed by their masters. Veterinarians, who usually combine the functions of doctor and druggist, have taken to concealing a tranquilizer's brand name with a label "For veterinary use only." In the face of such multiple consumption on the farm, Warner-Chilcott Laboratories of Warner-Lambert Corp., would seem

to have displayed altruistic self-denial in issuing Paxital, a tranquilizer for animals' exclusive use. Advertising is confined to veterinary journals although a spokesman comments that if they ever should promote direct to the farmer it would not be unethical in the same sense that promoting a prescription drug to human consumers would be.

### Boon to Stockmen

Although still not licensed to release peace pills for food animals, Charles Pfizer & Co., Brooklyn, N. Y., has been plying the farm press with success stories. For example, Pfizer reports that lambs treated with its test tranquilizers gained weight 28% faster on some 20% less feed.

On this new frontier for tranquilizers, the drug firms are confronted with two big problems:

1. They must convince FDA that undesirable amounts of tranquilizers will not be transmitted through meat, dairy goods or eggs.
2. They must persuade farmers that animal tranquilizers will justify their cost. (Today, tranquilizers for humans retail at an average of 10c per pill.) An animal's activity, and not size, determines its requirements. A nervous terrier might require more milligrams per day than his master's dosage.

Pfizer, largest ethical drug maker and most vocal pioneer in the herd and henhouse market, anticipates

launching steer and sheep tranquilizers around the beginning of 1958. The firm's lab is also working out dosages to soothe cows into giving more milk; to render farrowing sows more manageable and less ornery toward their litters; to soothe animals in transit so as to minimize weight loss, bruising and shipping fever; and to calm slaughter house victims so that excitement does not turn their meat dark.

There is also a demand for the happiness pills from laboratories, to render their experimental monkeys more cooperative. Tranquilizers are even said to have left the veterinary's in the pocket of a pet shop owner in a bottle labelled "For the birds."

Increased consumption by animals is the most promising but not the only facet of market expansion plans for the some 200 brands of true "ethical" tranquilizers. More than 2,000 additional tranquilizers exist in the test tube stage. Their more than three dozen producers must offset squeezes from many directions. The 30,000,000 peace pill prescriptions written last year represented a 200% gain over 1955 but Medimetric Institute foresees only a 33% gain this year with an increase to 40,000,000 tranquilizer prescriptions out of the more than 700,000,000 medical prescriptions the group expects will be written in 1957.

Among influences slowing the flood of tranquilizer sales is the American Psychiatric Association's condemnation of casual use of tranquilizers by the public to relieve tension, a prac-



## Tranquilizers Make Drug Industry Nervous (continued)

tice termed "medically unsound, and a public danger." Gen. Maxwell D. Taylor, Army chief of staff, grounds for four weeks any army pilot who takes tranquilizers. For Catholics, Pope Pius XII has ruled out use of tranquilizers except as regulated by public and medical authorities and bans their use merely to obtain pleasant sensations or a sense of well being.

### Enforcement Problem

New York and other cities have passed and begun to enforce their own laws prohibiting sale of tranquilizers without a prescription. Referring violations of the federal law to the overworked FDA staff has proved of little effect. A *New York Post* reporter has declared that — in an apparently typical instance — he obtained from a drug wholesaler without a prescription a \$5, 50-pill bottle of Miltown for the wholesale price of \$3.65.

"Tranquilizers are going through the same cycle which, unfortunately, greets practically all major advances in medicine," Francis Brown, president of Smith, Kline & French Laboratories, has told the American Chemical Society. "At first there is general enthusiasm in which the dramatic contributions are emphasized. This is followed by a negative phase in which most of the attention is focused on side effects, social implications, etc. Ultimately, however, we are convinced that a favorable verdict will prevail."

Professional, civic and religious resistance to unregulated mass consumption of tranquilizers is being counterbalanced in ingenious ways by the drug makers. Peace pills are being promoted for prison and geriatric use to render disturbed convicts and the senile more cooperative. Carter Products, maker of Miltown, has taken seriously a comedian's joke about Miltown lollipops and is said to be planning candy-coated Miltown for youngsters under stress.

On the whole, Miltown has prob-

ably suffered more than it has gained from the immense publicity created by "Uncle Miltown" Berle, "The Road to Miltown" by S. J. Perelman, and countless similar manifestations of wit. It is easy to see how a physician, conscious of his reputation, might not want his prescriptions to have humorous connotations. As a result, although he need only write "meprobamate" on his RX form and leave the brand to the druggist, he might go further and rule out Miltown by specifying chemically identical Equanil.

Bristol Laboratories is so dissatisfied with the "bad press" and publicity tranquilizers are receiving that every effort is being made to isolate its PRN from such near chemical kindred as competitive Atarax, Frenquel and Suavitil. "Central nervous system depressant" has replaced "tranquilizer" in all Bristol's communications.

While numerous non-prescription bromides and antihistamines are doing everything possible to create the impression that they are tranquilizers, Frenquel's maker, William S. Merrell Co., has joined Bristol in trying to get off the other side of the tranquilizer bandwagon. Contradicting the American Chemical Society's definition of Atarax's kin as tranquilizers, Merrell terms Frenquel an "anti-confusion" or "anti-hallucinatory agent."

Although serious price cutting is still in the future for tranquilizers, the literature and publicity the industry is devoting to off-beat uses indicate that continued mass marketing of the pills now involves a harder sell. Increased costs are reducing the makers' margins. The farm may well be the scene of tranquilizers' last profits fling.

New and improved peace pills are still arriving on the scene. Miltown adjusted for the menopause recently made its debut under the label Milprem. G. D. Searle & Co. will introduce its first tranquilizer later this month—Dartal, chemically related to Thorazine. But any day now a revolutionary product may begin dupli-

cating tranquilizers' success as some manufacturer outstrips competition and begins cashing in on a sure-fire preventive for colds, childhood diseases, hardening of the arteries, ulcers, cancer, heart trouble or chronic problems of old age.

Ernest Henry Volwiler, 63, president of Abbott Laboratories, says that he wakes each morning in the quiet prairie town of North Chicago, Ill., with the thought, "I wonder if a revolution has broken out during the night?" The scholarly chemist who rose through Abbott's research ranks to operating chief of the nation's fourth largest ethical drug house, must find this preoccupation particularly challenging. His firm missed the tranquilizer band wagon by three years and only hitched a ride with its Harmonyl deserpidine this June.

The trick of predictably producing the unexpected product and moving fast to cash in on it involves a combination of clear-eyed and lickety-split elements that have led George Merck, chairman of Merck & Co., to name this essential art "serendipity." Actually, no firm was on the nose with tranquilizers when opportunity first began to knock the door down. As peace pills' profits lag it will be interesting to see if the drug makers have learned a little more about applying the old formula of being in the right business at the right time.

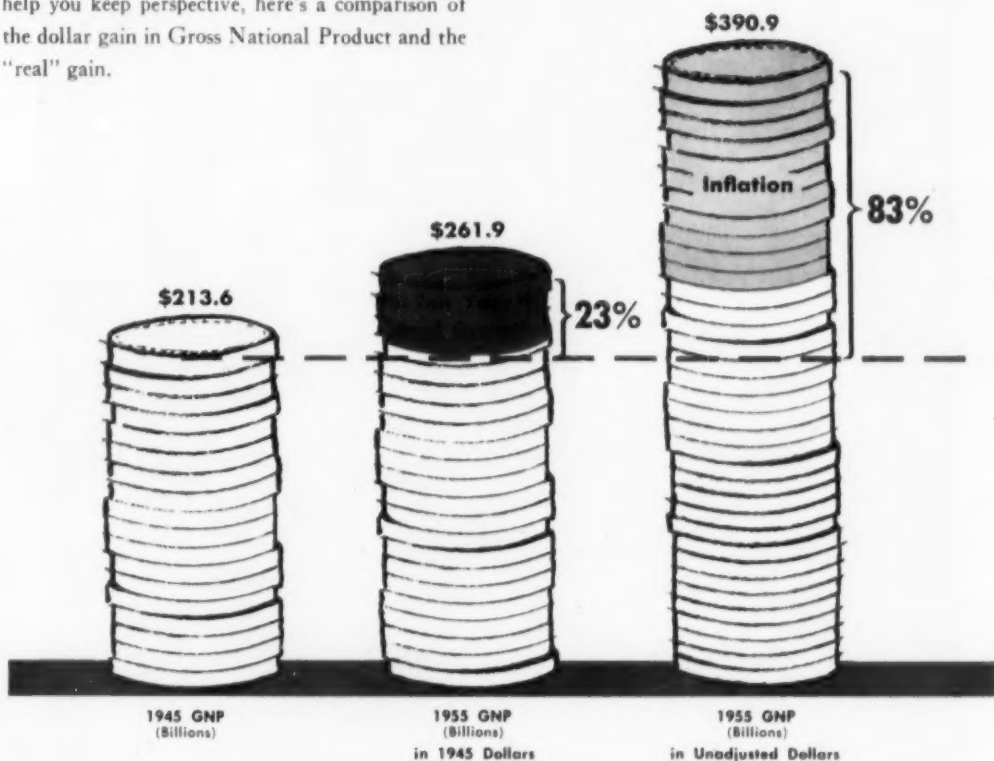
### Strategic Moment

Too often marketing emphasis has not been switched to a new product until sales of the previous star product reached the saturation point or began to decline. The strategic moment for a major new product's debut is when the profit margin of a prior prima donna begins narrowing. The reigning star's volume may be soaring. It may go on to double the unit sales enjoyed at the time its margin began to slip. But unit profit, not sales, should be the deciding factor. Several drug manufacturers allowed antibiotics' sales figures to delay a

(continued on page 122)

### Keep Inflation in Perspective

The country's growth in the decade following the war was truly phenomenal. But, a galloping inflation during that period, and since, has tended to exaggerate just how great this gain has been. To help you keep perspective, here's a comparison of the dollar gain in Gross National Product and the "real" gain.



The same comparison holds for sales. Dollar-wise a 100% growth is only a 28% "real" growth—a 2.8% a year average gain, rather than the apparent 10% annual gain. To keep from kidding yourself it's usually best to compare unit volumes.

Source: Department of Commerce and Geyer Advertising, Inc.

## THEY'RE IN THE NEWS

BY HARRY WOODWARD



GUY GILLETTE—LENSGROUP

### To Influence The Influential

... *The Saturday Evening Post* has just named Peter E. Schruth advertising director—and the *Post's* advertising papa, The Curtis Publishing Co., has chosen him as a v-p: For this ex FBI-man who is only 40 years old and who started selling Curtis' *Holiday* in dummy form, helped fashion of that magazine one of the publishing world's great advertising suc-

cesses. Pete Schruth was born to be a salesman (The FBI days helped him along the sales route: What better place to learn about motivations?): When he was still in college he was already selling space . . . for his alma (University of Minnesota '39) matter's humor magazine. When he moved from *Holiday* to the *Post* (in January) he was *Holiday's* v-p and

ad director. He took over on the *Post* as v-p and executive director of advertising. (The titles are a bit confusing: His new job is bigger than his old one.) For several months he was being quietly groomed to take over eventually from Morton Bailey. Mr. Bailey's untimely death hastened the promotion. Schruth and his family live on Philadelphia's Main Line.

## "So Little Time"

If you had to sum up Gerald E. Ankeny in one word "versatility" would about do it. For this new general sales manager of The Maytag Co. complains he has so many interests he can't do justice to any of them. So he uses commuting time, travel time on planes and trains and spare minutes to read business publications and with anything left over from his job and his family he "weeds crab grass." He has been assistant sales manager of the Newton, Ia., company (which liked, among other things, the way he took himself off for the five-week AMA management course) and he began his company career in '52 as a regional manager in Akron. If his name is familiar to you perhaps you'll remember him as one of football's famed "Iron Men." During World War II he was a Navy pilot. Today, at 37, he's fit and capable of taking his two boys on for some scrimmage. That's Maytag's newest product he's hovering over: a new dryer. Can he sell it? "It's a breeze," he says with a wink.



## SNOW-CROP



## Ups and Downs: Minute Maid Expects 'Em

For the three months ending in early August, Minute Maid Corp. had a net loss approaching a million dollars. The same period last year the company had a profit of almost \$800,000. So it might seem odd that the national sales manager, a pleasant gentleman named Hamilton Stone (right, with one of his customers), should be promoted to vice-president in charge of sales and placed on the board of directors. But Minute Maid is healthy enough: A cool summer, reduced selling prices, excessive packs and other non-recurring losses, all conspired to give Minute Maid its temporary headache. But Hamilton Stone is a cool character. If he feels the heat he doesn't show it. (Nevertheless, you can be sure he's aware his fellow board members will be asking him some \$64 questions until the next report.) He joined the company in 1950. Before that he was a v-p of American Home Foods . . . Minute Maid is moving its executive offices from Manhattan's posh 488 Madison Ave. building to Florida this month so company heads can keep in close touch with the citrus industry.



## Philip Morris: Never Satisfied

A fortnight ago, Philip Morris, Inc., started market testing *another* new package! Residents of Fresno, Hartford and Tulsa have been introduced to Marlboro flip-top "tens" (above)—half-size packs of filter-tip cigarettes. Apparently, Philip Morris wants to retain its title of "champion package innovator of the tobacco industry."

Pre-occupation with packaging matters is becoming routine at Philip Morris, where change—in product, but even more so, in packages—is practically an every-month occurrence. Nobody can prove that better packaging deserves all the credit for the firm's 15% increase in sales in 1956, compared to the cigarette industry's average of a 4% increase, but it's logical to believe it had a lot to do with it.

In addition to introducing the famous Marlboro flip-top box and of substituting modern dress for the venerable Philip Morris brown package, the company has come up with a number of innovations, major and minor, in its packages. And what is more, the changes have been *exploited promotionally* for all they were worth. Is there anyone in the U. S. who listens to radio or looks at television who hasn't had imprinted on his consciousness the lilting jingle about the "filter, flavor, flip-top box"?

Back of the changes are the discoveries the company made in 1953 and thereafter, through consumer research to uncover consumer preferences in cigarette smoking and packaging. The original aim was to find something to replace the obviously outdated brown Philip Morris package. Hidden cameras, one-way mirrors in supermarkets, studies by several independent groups, finally resulted in enough information to be applied to the entire Philip Morris line of packages.

Another reason for the change was the belief that improved packaging would be an inspiration to all concerned with selling the firm's products. This has worked out in practice.

Having got its feet thoroughly wet in its four years of concern with packaging, it should surprise no one that the company jumped all the way into the packaging swim by buying Milprint, Inc., the nation's largest manufacturer of flexible packaging. With nine domestic plants, 23 foreign associates—and over \$55 million domestic sales last year—Milprint is a natural team-mate for packaging-conscious Philip Morris.

DATE	PACKAGING STEP
MARCH 1954	Philip Morris Package gets snap-open feature.
FEB. 1955	Filtered Marlboro appears in flip-top crush-proof box. Red, white and blue, Inverted V Design. Designer: Frank Gianninoto. Developed after exhaustive testing.
SEPT. 1955	Traditional brown Philip Morris package replaced by strikingly modern red, white, gold package. Designer: Egmont Arens.
JULY 1956	Mentholated Spud, filter tip, in flip-top box, premiered on West Coast and 15 days later on East Coast. Blue-green and white. Designer: Frank Gianninoto.
AUGUST 1956	Benson & Hedges brand name applied to original custom Parliaments, king-size and regular.
AUGUST 1956	On 25th. Anniversary, Parliament cigarettes out in crush-proof, flip-top box, chevron design royal blue, gold, white. Gold inner wrap for freshness and to protect new recessed filter mouthpiece. Price 2c higher than popular-priced filtered cigarettes.

# PROMOTION

# RESULTS

TV, newspapers and both business and consumer magazines.

Brought new attention to the brand.



Newspapers, television, radio, magazines, point-of-purchase.

By May 1955, demand had outstripped production, making it necessary to ration dealers. Supply caught up with demand only after major installations of new box-making machinery.



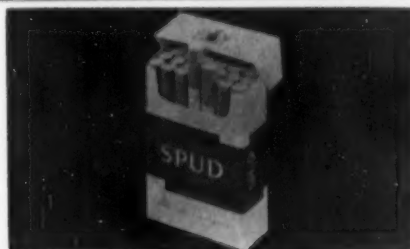
\$1½ million ad campaign. Emphasis on change. Typical headline: "Pardon us while we change our dress". TV Commercial: girls made quick dress change behind screen.

With 8,000 distributors, 1,300,000 retailers, overnight changeover regarded as near-miracle of distribution.



TV, full pages in newspapers.

Marked Philip Morris entry into mentholated market.



Announced change through advertising campaign in The New Yorker, Cue, Time.

Retained over 70% original custom Parliament business under Benson & Hedges brand name.







Daily newspapers, magazine back covers, radio, spot TV.

Approximately doubled rate of sales, June, 1957, volume 63.2% above January, 1957, figure.



(continued on next page)

DATE	PACKAGING STEP	PROMOTION	RESULTS	
<b>AUGUST 1956</b>	Philip Morris long-size cigarettes in flip-top box. Regular size still in snap-open pack. Previously pre-tested in 5 key markets, sales had risen 20% above those of king-size Philip Morris in standard package.	Advertising pre-tested. Large space in newspapers, spot TV.	Only major non-filter brand in crush-proof box. Got bigger share of non-filter business.	
<b>JUNE 1957</b>	Revelation Smoking Mixture (for pipes) appears in smart flexible Pouch Pak — in red, gold, black. Replaces small size formerly in tins. (Larger sizes still in tins.)	Business papers and point-of-purchase.	Consumer approval, but too early for definite sales results.	
<b>JULY 1957</b>	Parliament shipping container "First" — giant duplicate of individual package. Like other shippers, this has display value. This one doubles capacity — 12,000 instead of 6,000 cigarettes.	Business papers.	Eliminated "out-of-stocks."	
<b>JULY 1957</b>	Marlboro package gets a "self-starter" to facilitate getting first cigarettes out. Red tape, visible when package is opened, when pulled causes first few cigarettes to pop up for easy withdrawal.	Hailed as a "first" with pages in magazines, Sunday supplements.	Created interest but too early to appraise results.	
<b>JULY 1957</b>	Philip Morris, Inc. enters packaging business, through purchase of Milprint, Inc.	Publicity and institutional advertising.	This acquisition assures PM of handy source of supply for certain packaging needs, plus diversification.	
<b>AUGUST 1957</b>	Christmas packages for entire line announced to sales force. Specially designed cartons.	Sunday supplements, magazines, newspapers, radio, network and spot TV, point-of-purchase.	Too early for appraisal.	

**TRAINER PLANE** is one example of what Temco's extensive research program has produced. It won the company a prime Navy contract in 1956.



## Temco Revs up for a Changing Market

In the wide-open days of the war years, it didn't much matter what an aircraft firm called its sales department. But things are different now. This Dallas company has adjusted sights and structure to meet today's competition.

Time was when the aircraft industry didn't regard "sales" as a dignified word. This is not to say that it had anything against selling itself. But the selling function was cloaked under the term, "contract administration," which somehow sounded better to the industry's chief customers—Government military procurement executives.

"Of course, selling was a continuous process, regardless of the form it took," says John A. Maxwell, Jr., vice-president for contracts, sales and programming at Temco Aircraft Corp. in Dallas. "A plant's president might do most of the sales-closing on contracts, then, with or without the aid of a 'contract administrator,' he might handle follow-up customer contacts during contract execution. But at the close of the war years, supply began to exceed demand, competition sharpened—and the aircraft industry became increasingly sales-conscious. More men spent more man-hours making selling contacts. The industry began to advertise in both technical and general publications.

"Often the 'Contract Administration' Department was given a new name, 'Contracts and Sales.'"

For several years, the aircraft industry has been adjusting operations and organizational set-ups to meet not only keen competition, but the

demands of a changing market. Production formerly consisted almost entirely of manned aircraft; now missiles are important. Both have become increasingly complex and programming must be based on constant analysis of market needs both present and future. To keep up with the new situation Temco established a Department of Contracts, Sales and Programming on May 1 of this year. It is headed by Maxwell, formerly vice-president, manufacturing, who had been with the company since its organization in late 1945.

### Contract Follow-through

"In turning out highly complex military material for today's changing market, contract follow-through becomes more than ever a major sales-building factor," comments Maxwell. "Temco contracts executives must see that production meets all specifications of contracts which have been entered into between Temco and the Government, or between Temco and prime contractors for the Government who sub-contract to us."

A changing market calls for vigorous salesmanship; a plant like Temco must constantly sell its ability to design and produce for the military needs of tomorrow. "We have no finished-goods inventory," points out

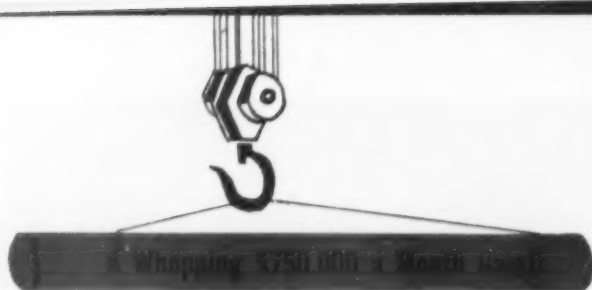
Maxwell. "Instead, we sell our services in the manufacture of major assemblies, complete aircraft and missiles. Executives who make selling contacts have had much technical training; most are graduate engineers."

To assure intensive attention to each of the three aspects of sales-and-marketing — Contracts, Sales and Programming — Temco recently created three major executive positions in this department: Manager of Contracts and Sales for Customer-Designed Products; Manager of Contracts and Sales for Temco-Designed Products; Manager of Corporate Programming.

Each executive reports to Maxwell, and heads up a staff of engineering, administrative and other specialists. Though rarely listed as "salesmen" on Temco's books, most of these specialists either make selling contacts before the contract is signed, or do continuing selling during its execution. Such work usually is combined with other executive responsibilities, which, according to Maxwell, "give the background that's necessary for effective selling in aircraft."

Temco, organized with a small force, now has over 10,000 employees. It has shown excellent sales gains despite the keen competition of recent years: 1952 net sales: \$55,109,481; 1956 net sales: \$90,337,249.

Temco has done extensive research and development in the aircraft, drone, missile and electronics weapons systems fields. During 1956, Temco designs won three "prime" Navy contracts out of four competitions entered. One of these winners was Temco's trainer plane. **The End**



## Republic Steel Gets Terrific Pay-Off From Dynamic Sales Training Program

When 15-year pipe boom ended, the need for intensive retraining of 10,000 distributor salesmen became apparent. Republic Steel organized Order Makers Institute, set up six-month education schedule. Result: Company and its distributors are pacing industry in sales of butt weld pipe.

Last year Republic Steel cut loose with a high-powered sales training program for its pipe distributors. Objective: Change them from Order Takers to Order Makers by teaching them more about pipe, more about selling. Last week a tally of results was impressive.

Largely crediting its Order Makers Institute, the company reports that it added an extra \$750,000 a month to its till during the first five months of this year. This was the result of the company's high operating rate for butt weld (most widely used) pipe which was well over the industry's average of 76% of capacity.

What's more, its infant plastic pipe operation took an adult step forward by doubling its sales in 1956.

Additional pipe tonnage last year paid for the company's investment in the OMI many times over. But Norman W. Foy, vice-president, sales and L. S. Hamaker, general manager of sales, who created the OMI, believe the real returns are yet to come.

These expectations are based on the fact that the OMI machinery has been available only a short time, a little more than a year. Then, too, the program is the kind of package which can be easily added to and directed at another division, if required.

Need for a program of this kind became apparent back in 1954. It was the end of a 15-year pipe boom, and a quick appraisal showed that the sellers' market was not the only casu-

alty. Most pipe salesmen found they were suffering from a lethargy-producing virus known as Order Taking, a condition which grew worse as competition grew tough.

As one of the country's biggest producers of pipe, Republic Steel stepped back and took a good honest look at its pipe distributors who alone account for 70% of its sales of butt weld [common] pipe. And it came up with a remarkable package—one which combined diagnosis, treatment and cure—in the form of an intense sales and product training program.

Launched in May, 1956, the OMI consists of a series of six sales and product education meetings, presented once a month. Motion pictures, flip charts, discussions, quizzes



**KNOW-IT-ALL** whom pipe salesmen don't resent. He's a specially-trained Republic Steel salesman, one of 80 who brought OMI sales product training to audiences. His movie equipment fits into suitcase. OMI showed six films.



**THEORY INTO PRACTICE:** This young distributor salesman, imbued with confidence born of new knowledge, calls on a purchasing agent. He's using basics he learned in OMI sales training and very happy about the whole thing.



**PREVIEW:** Republic's jobber principals had a problem: Their salesmen didn't sell because they didn't know how! So Republic invited the jobbers to a special preview of its Order Makers Institute, where order-takers become order-makers.

—and test periods—form the basis of instruction. Meetings are concerned with the care and handling of buyers; selling butt weld pipe; how to manage and schedule selling time; how to select the pipe for the purpose (Republic's seamless or electric weld pipe); plastic pipe and its future. The final meeting reviews highlights of all previous meetings, and is climaxed by a graduation exercise, and awarding of diplomas.

Foy and Hamaker estimate that approximately 10,000 distributor sales-

men and other personnel have benefited from OMI training throughout the country. The program was brought to the field by 80 specially selected and trained Republic Steel salesmen. They carried the story to 400 distributor outlets—actually 800 meeting places considering some distributors had branches.

OMI training has helped Republic jobbers win at every turn. It has equipped them with a fresh sales psychology, vital product information and a deep and likely long-lasting tie

to the company. But beyond this, they continue to benefit. Their biggest bonus is in the fact that their OMI training is being used not only in selling pipe, but in selling their entire line of stock. Many jobber salesmen also sell a wide variety of plumbing fixtures and hardware while others sell oil country equipment, drilling bits, pipe accessories and related products.

Probably a major part of the program's success dates back to the grass roots operation of its research pro-



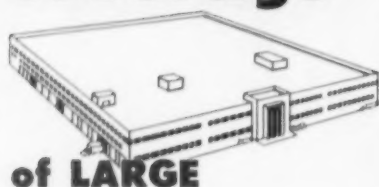
**TO SELL THE PIPE DISTRIBUTOR**, professional actors appeared at the special "preview." Afterward Republic solicited criticism, knocked rough edges off production.



**IN THE FIELD**, to go on film. To make the OMI training movies dramatic and realistic, parts of it were shot "on location." Scene shows salesman at work in oil field.



**most  
complete  
coverage**



**of LARGE**



**MEDIUM**



**and SMALL**

**metalworking  
plants . . .**

**only modern machine shop  
offers you . . .**

**Largest circulation . . . . . 52,000**

**Largest number of  
plants covered . . . . . 34,000**

**Lowest cost per thousand . . just \$6.10**

Plus outstanding proof of advertising results: In 1956, Modern Machine Shop carried more pages of advertising than any other metalworking monthly!

With Modern Machine Shop's massive circulation, you get the most complete coverage of all metalworking plants—large, medium and small—plus deep penetration of the larger plants. Its good, big circulation is scientifically designed to do a thorough job in America's biggest industry!

*For results you can see, put your money where your market is . . . in*

**modern machine shop**

431 Main Street, Cincinnati 2, Ohio

Also publishers of Products Finishing and Products Finishing Directory



gram. Republic hired an independent research organization to conduct a survey of the pipe field. In-the-field targets were: district sales managers, buyers, purchasing agents. Question: Why are sales made—and why are they *not* made? Yet, most important, the research program included those mostly concerned, its jobbers—both principals and salesmen. And they scored cleanly by asking their jobbers a simple question:

"How can Republic Steel help you?"

It was a straight question based on a forthright desire, and it brought forth an avalanche of honest, enthusiastic and vitally important answers. Upon these answers was built a major part of the OMI program. It also turned up some self-admitted faults and fears—which matched the tone and temper of comments made by hundreds of pipe purchasing agents who were asked to appraise salesmen as part of the research program. Furthermore, the inquiry produced a composite shape of the typical jobber pipeman.

Boiled down, the distributor salesmen's response figured in two categories:

THEY would appreciate help in becoming more thoroughly familiar with pipe.

THEY would appreciate help in making them better salesmen.

These two comments may be startling in view of the source and the admission they carry, but they gave Republic what it had hoped for, a definite diagnosis of the ailments involved. They certainly proved understandable, too, in light of what further research revealed.

In the first place, the pipe boom (all 15 years of it) had taken most of the competition out of selling. So jobber salesmen had followed the industry's familiar pattern. When pipe was in good supply (though not too frequently) they would woo the customer. When it was short, the customer often had to woo the distributor.

As a result, men who *never had to really sell* knew hardly more of the basics of selling than when they began their apprenticeships either immediately before or after World War II. As for older salesmen, many of them had literally *forgotten how to sell*. Even those who hadn't forgotten, found their selling "muscles" flaccid and flabby.

Jobbers had recognized the situation for a long time, but there was not much they could do. The majority of them were salesmen, not teachers. And again, as small businessmen, most of them did not have the

money to invest in extensive training programs.

With a composite picture of its typical jobber before it, Republic then set to the job of evaluating the how-to-do-it aspects of the program it had in mind. A product expert extolling the merits of a product would not be enough. It had the job of "selling" selling, and the task of firmly planting product knowledge.

To make its treatment of the ailing jobber a success, the company came up with some strong doses of revitalizing medicine. This medicine came in the form of six full-color sound movies, two devoted to salesmanship, the remaining four concerned with getting across product information. Each of the 80 meeting leaders were equipped with a 16 mm suitcase projector, several dozen flip charts (both selling and product theme) and a master plan of instructions on how to conduct the open forum discussion, question and answer periods, team quizzes and test sessions.

It is difficult to tell a salesman how to sell and still avoid sounding like a school teacher. Republic had to meet and beat this problem in shaping up its two sessions on selling. Biggest problem was the movies, for they had to open the meeting and capture the audience's attention. In the first selling film, "Little Time for Henry," it scored what later proved to be a target center.

This film, on the management of selling time, was done as a cartoon in full color. Most of the morals were taken care of . . . in dialogue . . . by



**POINT MAKER** is C. B. Nellis of Republic's Commercial Research Division. He's selling the OMI program to distributors, using a flip chart to get key points of the program home.

a series of clocks, wristwatches and grandfather clocks, made animate and proffering some sensible opinions.

Henry, the key character, is just an average salesman, nice guy, wants to get ahead, but is never quite organized toward this end, even though he does have some promise. Major trouble it seems is that Henry just does not have enough time, to do all the things there are to do. He's not lazy; in fact, he would even advocate a 25-hour day.

But this is not necessary, Henry's watch learns in conversation with another wristwatch owned by Pete, another salesman. Pete somehow seems to have mastered the 24-hour day to the extent that every so often he has time for a conscience-free movie without interfering with his schedule.

Schedule—that's the key word to his master's success, according to Pete's watch. A schedule made up a week in advance. No waiting for Monday morning to take him by surprise. (The weekly schedule form used in the movie is one based on actual schedule made up for Republic for distribution to jobbers.)

... Notice, says Pete's timepiece, that he has scheduled one important customer in the morning, and one important customer in the afternoon—each day of the week.

... Then he figures on an average of two others—morning and afternoon—as fill-ins.

... Of course, he does not always get those others in, but at least he has two "big ones" each day to concentrate on.

... When he sees some spare time shaping up, he slips in the call he could not make late yesterday, or the day before.

... And, by "call", Pete means a Personal Call. Not just a phone call—unless he calls to cancel or verify an appointment.

... New business becomes a matter of scheduling, too. Pete figures, according to his talkative watch, on making at least two calls a week on prospects, not customers.

... He leaves the exact time flexible; just as a starter he figures Tuesday or Wednesday mornings—right after making the big scheduled call each morning.

... If he cannot see his man, he tries to find out what time *would* be best, and then he writes it in.



**GUY WITH A PROBLEM**—licked. L. S. Hamaker, general manager of sales, found the OMI program cracked sales nuts of years' standing.

... After a while, his calls begin to follow a pattern. He plans to see each important customer at least once every two weeks and nothing short of an earthquake will keep him from it. That way his customer gets used to seeing him on a certain day. This works often enough to make it worthwhile.

... Another thing, Pete plans his lunches for the week. That's when he *does* use the phone. He lines up enough good customers for the five coming noontimes to make every moment count.

... Of course, there are cancellations, but Pete always has one or two reserves to drop in.

... The schedule form serves not only as a reminder for the future, but is large enough to permit Pete to jot down the results of a meeting with Jones, or Smith, or Osgood. This helps highlight and record the particular interest of the customer.

... One last reminder: When Pete thinks he is through for the day, he makes one more call.

The "Care and Handling of Buyers," second of the two selling meetings also called for delicacy of handling to avoid pomposity. Here again, the movie was the key to the meeting, and its tone highly important. This time, the "authority" on selling was anonymous. This lack of identification provided entertainment and suspense in the film which shows how



**\*General Advertisers choose The Times above ALL other Los Angeles metropolitan newspapers**

(In the first 6 months of '57  
The Times led in  
95 of Media Records'  
114 classifications)

Advertisers across the nation look first to The Times to cover the prosperous Los Angeles metropolitan area market where 27.1% of all retail sales in the 11 Western States are made.

**LOS ANGELES  
TIMES**

Represented by Cresmer & Woodward  
New York, Chicago, Atlanta, San Francisco, Detroit

an inexperienced salesman with potential is converted into a skillful practitioner by way of a series of "helping hand" notes from a mysterious authority. These can be summed up in the following OMI sales tips:

- ... One personal call is worth a dozen phone calls.
- ... Don't confine your calls to your friends.
- ... Don't short cut the No. 2 Man.
- ... Salesmanship is largely service. Find new ways to serve the customer.

- ... Know your customer's operations as thoroughly as possible.
- ... Have something interesting to say to every man you call on.
- ... Purchasing agents depend on salesmen for their outside information, but it better be right.
- ... Listen carefully—mouth shut, ears open.
- ... Always try to be helpful. Know the application of your product fully.
- ... Talk about customer's plans,

and advance buying. Ask to take inventory.

- ... Don't bluff! Say you don't know, but will find out.
- ... Make friends with buyers, know their problems. Friendship sells pipe—plus related items.
- ... Sell your company, its policies, its facilities—in terms of benefit to the customer.
- ... Avoid high-pressure selling. Don't be weak, but don't overpower.
- ... Find out the best day to call, the best time of day.
- ... At the right time, ask to see the engineering or other departments.
- ... Don't lose interest the minute the order is placed. Follow through to delivery . . . and to the reorder.



## 15 minutes... to the Gulf Stream?

**..Certainly!** This quick trip to the big game fish from Boca's boat docks is one of the recreational reasons why so many organizations return to Boca for their conventions year after year. And when you consider in addition that Boca has its own 27-hole championship golf course at your threshold, that our oceanfront cabana club, the six tennis courts and two swimming pools are yours to enjoy, and that its meeting facilities can accommodate up to 700—it is small wonder that this 1000-acre resort estate has become recognized as Florida's first choice for conventions!

Boca's firm bookings on full American Plan basis extend as far as 1966, with many commitments for 1962, 1963 and 1964.

STUART L. MOORE, President



*Boca Raton*  
Hotel and Club  
BOCA RATON, FLORIDA

Write for dates and full particulars to Convention Dept. MG-8

### Jobbers Want Information

No problem of psychological approach existed in developing the four product education meetings which made up the rest of the OMI training program. Jobbers were hungry for more information.

Theme of the meeting regarding the company's electric weld and seamless pipe was: Sell the "Pipe for the Purpose," not the method of manufacture. Full-color movie, carrying the italicized name above, gave much needed technical information on both these two types of pipe produced by Republic Steel.

In a 12-page booklet are 46 illustrations which give a step-by-step story of how both types are made. In addition to this information there are engineering specifications which point up the scope of equality between the two products.

How to sell butt weld (most commonly used) pipe is the topic of another product information meeting. Called butt weld because of the manufacturing process used, the meeting and a movie, "Arteries of a Nation" brings glamor and drama to what had become known as just "plain ole pipe." The idea gets across that it is a product requiring engineering "know-how" to make, and a special sales approach to sell. A 24-page booklet goes deeply into the subject, tells how it is made, best used, etc. Booklet contains 72 illustrations.

Still another important product information meeting is built around the future of Republic Steel's lines of plastic pipe and their uses in indus-

try. This meeting is called "Pipelines to the Future," also the subject of a movie in full color and sound. Film carries a do-it-yourself appeal, too, for it shows how the average homeowner can install a lawn sprinkling system using plastic pipe. With this meeting package also comes an 18-page booklet with several illustrations.

The part played by oil country tubular casings is described in a special OMI meeting entitled "Oil Production." The meeting and a movie titled "Let's Look Deeper" tells how oil is found, brought to the surface, etc., and develops the idea that jobber salesmen should know about all phases of the customer's business. A booklet goes into the basics of engineering and gives specifications on casing and tubing.

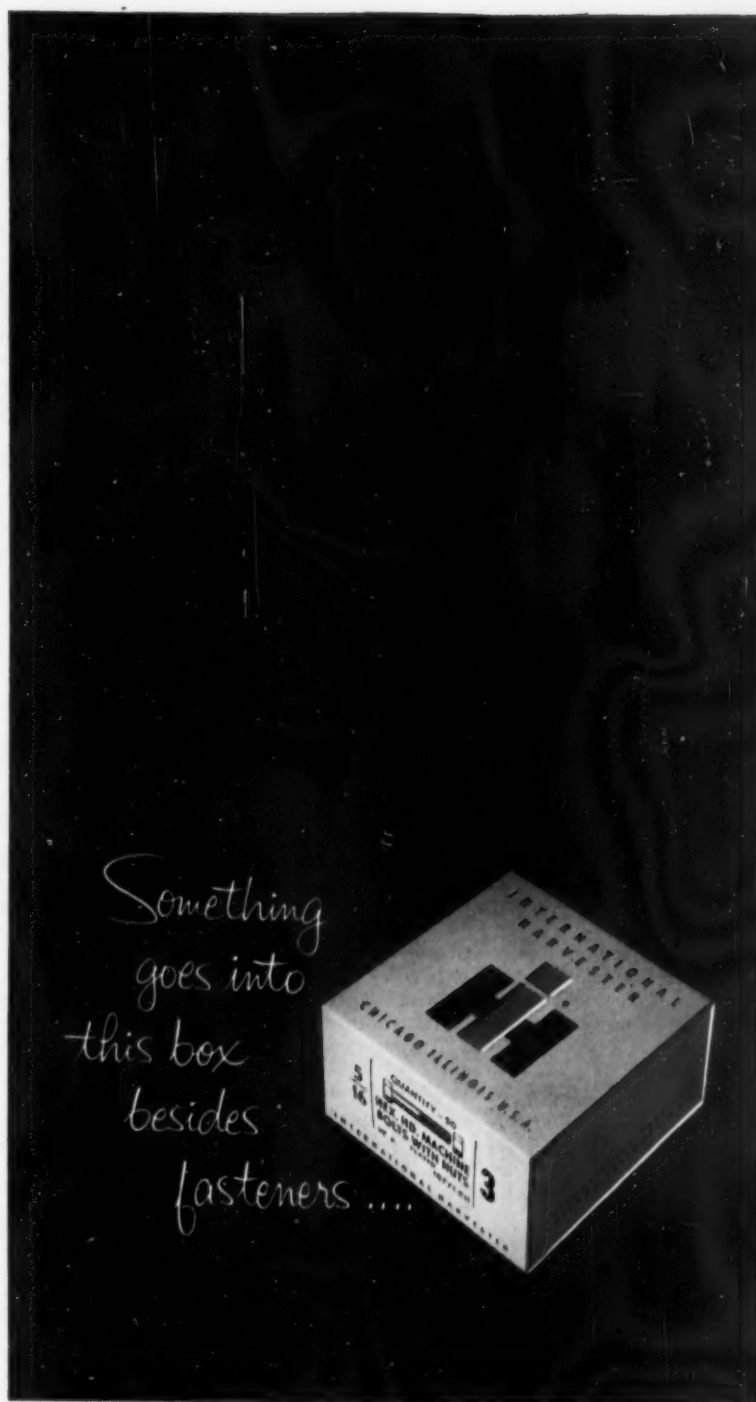
### Meetings Follow Pattern

A typical meeting is opened with a brief discussion of the OMI's function and a short outline of the program. Next comes the motion picture.

Immediately following is a question-and-answer period intended to get the salesmen personally involved, and deeper into the heart of the idea. Flip charts may be used by the meeting leader during the forum discussion, or at any time they are needed to strengthen a point. Many distributors offer prizes in team competition, a set part of every meeting. Prizes have ranged from a ball-point pen to a \$10 cigarette lighter. Still others have offered a \$20 bill, which is drawn for by members of the winning team.

While the tremendous increase in sales directly attributable to this unique sales training program is by far the most dramatic point of achievement, the effect of the program on the personalities and sales power of the jobber organization involved is even more significant. Actually, the OMI program has created a new type of distributor pipe salesman for Republic Steel. Now, as never before, he is trained to serve his customers in good times, and bad, and for the first time he is equipped to do this.

In times of short supply instead of avoiding pipe-hungry customers, he now makes a point of a personal call. Maybe he cannot supply a full quota of pipe, but he can offer advice. Possibly his customer is demanding seamless pipe for an application which would be best served by electric weld pipe. At any rate, he finds out—and if he can, he helps. This, Foy and Hamaker stress, is the foundation for good will and the means by which they expect pipe sales to pyramid up and up in this and the years to come.



## FEDERAL PAPER BOARD COMPANY, INC.

### NATIONAL FOLDING BOX DIVISION MORRIS PAPER MILLS DIVISION

SALES OFFICES: NEW YORK, N. Y.; CHICAGO, ILL.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N. J.; BOSTON AND PALMER, MASS.; CLEVELAND, COLUMBUS AND STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.; MARION, IND.  
FOLDING BOX PLANTS: BOGOTA, N. J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; COLUMBUS AND STEUBENVILLE, OHIO; PITTSBURGH, PA.; MORRIS, ILL.; MARION, IND.; PAPER BOARD MILLS; BOGOTA, N. J.; NEW HAVEN, MONTVILLE AND VERSAILLES, CONN.; MORRIS, ILL.; READING, PA.; STEUBENVILLE, OHIO; WHITE HALL, MD.

To date, Republic has received hundreds of "love letters" from its distributor and district field salesmen.

Here are some in-the-field reactions as reported by Republic's district sales managers, meeting leaders, as well as jobbers and jobber salesmen:

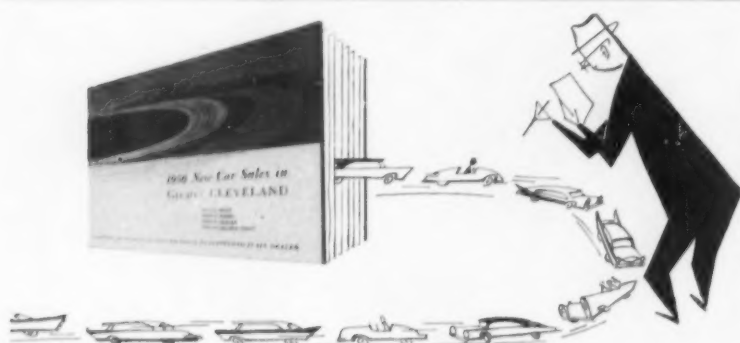
"Practically all my distributors have been astounded—and then gratified—to find that Republic, or any other steel company, would spend the money and time to help educate them."

"OMI has given us a chance to develop customer friendships that would take years to accomplish by routine sales calls."

"During the past two months we have had initial orders for plastic pipe from ten distributors."

"One salesman, who previously wouldn't (admittedly) discuss pipe in selling his over-all line, approached a municipality one week after meeting on steel pipe and sold one-half mile of 2½" pipe. He discovered he now had the ability, and the confidence to present the subject properly."

"Since the OMI program, some jobbers have indicated our share of the business will be increased. Others intend to give us their business 100%."



.. in our automobile statistics: we never ask an opinion, we actually COUNT sales

Would you like a detailed study of new car sales in America's SIXTH largest market? We've documented last year's new car sales in the Greater Cleveland market ... by ACTUAL COUNT. You can quickly see sales by MAKE, by MODEL, by DEALER and by ECO-

NOMIC SECTOR of the city and county. Automobiles, like all retail commodities are sold best by those who know the markets best. The Plain Dealer Automotive report is yours for the asking. If you haven't received your copy ... write, wire or phone.

You sell two great  
RETAIL MARKETS  
in the Plain Dealer

Cleveland \$2¼ billion  
26 adjacent counties \$2 billion  
TOTAL \$4¼ billion

RETAIL SALES IN CLEVELAND AND ADJACENT COUNTIES			
COMMODITY	CLEVELAND CUYAHOGA COUNTY (000)	26 ADJACENT COUNTIES (000)	TOTAL (000)
Total Retail Sales	2,247,897	1,999,804	4,247,701
Retail Food Sales	549,318	484,163	1,033,481
Retail Drug Sales	85,930	55,457	141,387
Automotive	382,082	390,920	773,002
Gas Stations	120,031	157,081	277,112
Furniture, Household Appliances	124,695	102,572	227,267

(Source, Sales Management Survey of Buying Power, May 10, 1957)

\*Akron, Canton and Youngstown's Counties are not included in above Sales.

## The Cleveland Plain Dealer

Represented by Cresmer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco and Los Angeles. Member of Metro Sunday Comics and Magazine Network.

OMI training has helped Republic jobbers win at every turn. It has equipped them with a fresh sales psychology, vital product information, and a deep and long-lasting tie to the company. But even beyond this they continue to benefit.

Probably the biggest bonus is the fact that OMI training is being used not only in selling pipe, but in selling their entire line of stock. Republic has been able to tie in reasonable specific figures to the effect of the sales training program. But it would be impossible to estimate the effect of the program on the sales made by distributors who also handle plumbing fixtures, hardware, oil country equipment, drilling bits and related products.

Dozens of distributors also report that OMI meetings proved a valuable setting to help them evaluate their own men. Some distributors pulled the stops in the attendance at the meeting. Salesmen, telephone men, stock clerks, telephone operators, and, in some cases, even truck drivers were asked to sit in on the training sessions.

### Republic Underwrites Cost

Republic Steel, of course, underwrote the cost of the entire sales training program. Distributors were asked only to supply a meeting place. All of them supplied, at nominal cost, refreshments of one kind or another, either before or after each of the six meetings. One distributor in Republic's Southern District believes so much in the program he pulled the flap of his wallet wide open to make the meetings the kind of success he hoped for. Dinners and prizes (He even asked hourly paid employees to attend the meetings on overtime pay.) cost him \$5,000 over a six month period, according to his own report. In writing to Republic a short time ago, he said he was glad to report that from results so far he was happy to foot the bill.

Secondary advantages, too, have been piling up for the Republic sales organization. The 80 salesmen who, as meeting leaders, conducted the session have, as teachers, learned the most and have matured as salesmen. One young Republic salesman said: "When I learned that I was going to be a meeting leader and would appear before hundreds of old-time pros, I was scared to death. Gradually, with each meeting, I gained confidence. By the home stretch, I was taking the meetings in stride. When it was all over ... I felt like an old-time pro myself."

The End

SALES MANAGEMENT



## why are you advertising?

You are asked to OK an ad campaign. The pictures are snappy. The layouts are good, the color strong. The copy sparkles. It looks all right . . .

But wait—

Just what is the advertising *for*? Specifically, what is each ad in the series supposed to *do*?

Is the advertising just to enhance prestige, to keep your name before the trade? If so, are you sure that's *all* it can do for you?

Does it seek to overcome specific sales obstacles? It can.

Is it supposed to produce good leads? It can.

Is it designed to help with the educational chore your salesmen face? It can.

Many sales executives have learned to their profit that advertising and sales promotion can carry a larger share of the sales load than they had ever thought possible — providing it is planned that way.

Advertising is most effective when it is assigned a definite part of the selling job — often a part that is time-consuming and costly for salesmen to cope with alone.

Whatever the advertising is designed to do, make sure it does it before you put that OK on the campaign.

**The Schuyler Hopper Company**  
12 East 41st Street, New York 17, New York

## Sales Management

### SALES LEADERSHIP PANEL

As head of sales you are a top executive. It's part of your job to appraise the performance of people who work for you.

"How would you rate your agency (if more than one, rate the one to which you give your largest billing) on its performance for you?"

#### Composite Replies

Outstanding	40%	Adequate	56%	Poor	4%
-------------	-----	----------	-----	------	----

"How would you rate the agency's account executive now assigned to you?"

#### Composite Replies

Outstanding	39%	Adequate	58%	Poor	3%
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"Would you hire this account executive for a place on your firm's staff?"

#### Composite Replies

Yes	63%	No	37%
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## Sales Chiefs Answer Key Questions On Their Relations to Advertising

The advertising agency is a unique business in that it is an "outside" group but at the same time it usually is in an intimate relationship with its clients.

Because the sales executive is in possession of a vast amount of confidential information he must exercise discretion in how and to whom he releases data on company operations. Some agency men complain that clients are too close-mouthed. How, then, do sales executives themselves, feel about disclosure of sales data?

This question has just been put to SALES MANAGEMENT's Sales Leadership Panel:

"Does your firm provide your agency with full details on over-all company sales goals?"

Panelists' replies: "Yes," said 81%. "No," said 19%.

A "yes" was given by M. Rapp, vice-president, Detecto Scales, Inc., Brooklyn, N. Y.; Harold L. Schafer, president, Gold Seal Co., Bismarck, N. D.; and Walter R. Gow, sales manager, Magnesium Company of America, East Chicago, Ind.

"No" says D. L. Rossiter, vice-president, Inland Steel Products Co., Milwaukee; and Harold W. Grassl, sales manager, The Tanvilac Co., Inc., Des Moines, Ia.

Sales executives are a little bit more free in releasing to agencies the company's position on the product handled by the agency. When Panelists were asked:

"Do you reveal to your agency

figures on past sales of products for which agency prepares your advertising?" Answers: "Yes," 88%. "No," 12%.

Share-of-market information is held just a wee bit more tightly. Panelists, responding to, "Do you disclose to your agency your share-of-market on products they work on for you?" replied: "Yes," 84%. "No," 16%.

If you have more than one agency, there is about a 50-50 chance that you will discuss with one agency your product whose advertising you have assigned to another agency. But 80% of the Panelists responding say they have only one agency; 14% report they engage two agencies, and 6% say they have three agencies for their products.

I make over  
**94,568**  
sales calls each day



YOUR SALES MESSAGES CAN SATURATE MICHIGAN'S SECOND LARGEST RETAIL SALES MARKET AT ONE LOW COST WHEN YOU ADVERTISE IN . . .

#### THE FLINT JOURNAL

"Flint's only Daily Newspaper"

- ★ Retail Sales per household, \$5511.
- ★ U.S. Average Retail Sales per household, \$3856.
- ★ Number of households in Metropolitan Flint, 97,560

#### More Flint Metropolitan Statistics

Consumers' Spendable Income per household...	\$ 6,678
Total 1956 Retail Sales.....	537,645,000
Food Retail Sales, '56.....	125,178,000
Drug Retail Sales, '56.....	21,836,000
Apparel Retail Sales, '56.....	31,492,000
Home Furnishing Retail Sales, '56.....	44,040,000
Automotive Retail Sales, '56.....	130,284,000
Filling Station Retail Sales, '56.....	43,110,000

Source SRDS, June 15, 1957

THE FLINT JOURNAL • 90.3% Coverage of The Flint Market

"the best of Michigan"

## BOOTH NEWSPAPERS

THE DAY CITY TIMES    THE ANN ARBOR NEWS  
THE SAGINAW NEWS    JACKSON CITIZEN PATRIOT

THE FLINT JOURNAL    THE GRAND RAPIDS PRESS  
KALAMAZOO GAZETTE    THE MUSKEGON CHRONICLE

NATIONAL REPRESENTATIVES: A. H. Kuch, 260 Madison Ave., New York 16, MUrray Hill 5-2476; Sheldon S. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680; Bruce McQuillin, 785 Market St., San Francisco 3, Sutter 1-3401; William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

Sales executives have a decisive relationship with their company's advertising agencies.

"When your company engages an agency," we asked Panelists, "do you have anything to say about which agency is chosen?" Answers: "Yes," declare 91%. "No," say 9%.

Panelist N. A. Price, vice-president, The Colson Corp., Elyria, O., has a hand in the selection of the agency. But he candidly reports that the Colson Corporation's president, general sales manager, and advertising manager also have their say so.

In fact, Panelists report that the following executives are involved in agency selection in their companies in these percentage of cases (most Panelists report three or more titles):

Chairman	4%
President	60
Ex. V-P	15
V-P	15
Gen. manager	13
V-P Sales	12
Gen. Sales manager	23
Other with "sales" and "marketing" titles	8
V-P Adv.	4
Adv. Mgr.	44
Other	15

It is not the easiest thing in the world for anyone to get the "ear" of the client. For example, Panelists disclose that they, as sales executives, confer with their advertising agencies with these frequencies:

Daily, report 3% of Panelists.  
Weekly, say 30%.  
Monthly, disclose 44%.  
Quarterly, declare 23%.

On the other hand, the advertising manager is a part of executive row and as a key lieutenant of the sales executive, he is in much more frequent contact with the sales head than the agency account executive. Panelists report that they confer with the advertising agency as follows:

Daily, say 52%.  
Weekly, report 45%.  
Monthly, declare 3%.

When we asked Sales Leadership Panelists "How much time do you spend today conferring with your advertising agency as compared with the time spent by the man who held your job five years ago?" they reported:

A great deal more . . . 47%. About the same . . . 39%. Less . . . 14%. Incidentally, 70% of the reporting Panelists have held their present titles since 1950.

The End

## The Decision Makers in Advertising

SALES MANAGEMENT Sales Leadership Panel members were asked seven basic questions about their relationship to advertising. Replies from 178 Panelists (whose answers include one or more titles per question) disclose:

*"Who by title(s) in your firm has the responsibility for deciding which product is to be advertised?"*

President	13%	V-P Sales	27%	V-P Adv.	5%
Ex. V-P	5	V-P Marketing	4	Adv. Mgr.	21
V-P	11	Gen. Sales Manager	51	Other	12
		"Sales-Mktg"	14		

*"Who by title(s) sets the sales goal for the product which is to be advertised?"*

President	6%	V-P Sales	33%	Other	16%
Ex. V-P	3	V-P Marketing	5		
V-P	13	Gen. Sales Manager	73		
		"Sales-Mktg"	18		

*"Who by title(s) has a say on the amount of money to be spent in advertising one of your firm's products?"*

President	40%	V-P Sales	28%	V-P Adv.	3%
Ex. V-P	8	V-P Marketing	4	Adv. Mgr.	12
General Manager	9	Gen. Sales	25	Other	19
V-P	17	"Sales-Mktg"	6		

*"Who by title(s) has the responsibility to develop the advertising theme to be used?"*

V-P	3%	V-P Sales	17%	V-P Adv.	5%
		Gen. Sales		Adv. Mgr.	57
		Manager	26	Agency	22
		"Sales-Mktg"	12	Other	16

*"Who by title(s) has a say on whether the theme will be used in your firm's advertising?"*

President	21%	V-P Sales	27%	V-P Adv.	5%
Ex. V-P	4	Gen. Sales		Adv. Mgr.	27
V-P	13	Manager	40	Other	19
		"Sales-Mktg"	12		

*"Who by title(s) initiates recommendations of media to be used by your firm?"*

President	4%	V-P Sales	12%	V-P Adv.	4%
V-P	5	Gen. Sales		Agency	86
		Manager	21	Adv. Mgr.	53
		"Sales-Mktg"	12	Other	17

*"Who by title(s) has final say on media selection?"*

President	18%	V-P Sales	20%	Adv. Mgr.	28%
V-P	13	Gen. Sales		Other	22
Gen. Manager	7	Manager	33		
		"Sales-Mktg"	8		

# Tailor-made carton service by Gair



Gair makes  
Kool look  
cooler! The con-  
trast of excellent  
printing and snow white  
board achieves clean-to-  
the-eye coolness with re-  
freshing color . . . helps  
Kools satisfy taste even  
before they're lit.

Gair gives pea-in-a-pod identity  
to over 40 high-volume Ann Page  
products. Seal-end cartons pro-  
tect fresh flavor, acetate display  
windows sell taste-appeal. And  
Gair's bold clean printing  
and rich white board  
help sell A&P food  
fast from display.

Gair gives Toni's diversified products instant brand-name  
identity from any angle. With bright white board for  
Regular Toni, with glistening foil for Toni Silver Curl,  
Gair's superior color printing helps cosmetics fulfill their  
promise of beauty.

Gair has a proven flair for creating cartons that sell. Gair Service  
is also a proven asset to satisfied customers everywhere. Discover  
how *your* product can be even more of a prize in a package by Gair—  
call your Gair representative or write Gair, today.



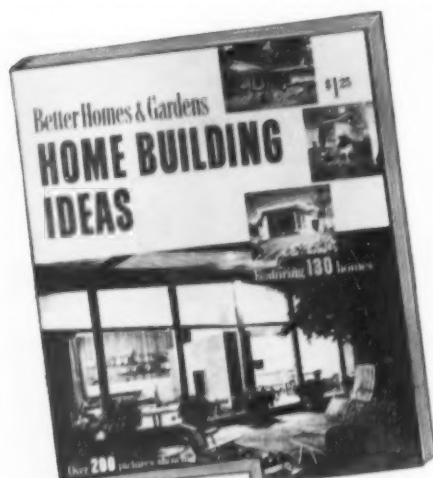
## GAIR

creative engineering in packaging



BOXBOARD AND FOLDING CARTON DIVISION OF CONTINENTAL © CAN COMPANY  
530 FIFTH AVENUE, NEW YORK 36, N. Y.

5 successful extensions of BH&G's idea-power:  
 Better Homes & Gardens Idea Annuals  
 ... open to advertisers this year for the first time

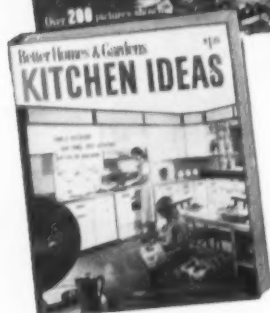


There's still time to get your ad in  
 the 1958 issue of

## HOME BUILDING IDEAS ANNUAL

**CLOSES: Nov. 15**

**ON SALE: Jan. 18, 1958**



◀ **STILL  
 OPEN!**

**KITCHEN IDEAS ANNUAL**  
 Closes: Oct. 15, 1957  
 On Sale: Dec. 18, 1957



**GARDEN IDEAS ANNUAL**  
 Closes: Dec. 13, 1957  
 On Sale: Feb. 19, 1958



**HOME FURNISHINGS IDEAS ANNUAL**  
 1958 Issue Closes: July 15, 1958  
 1957 Issue on Sale: Sept. 18, 1957



**CHRISTMAS IDEAS ANNUAL**  
 1958 Issue Closes: Aug. 15, 1958  
 1957 Issue on Sale: Oct. 18, 1957

### YOUR PRODUCT MAY BELONG IN ONLY 1 OR 2...OR IN ALL 5 OF THESE TIMELY, SELECTIVE BOOKS

Each Ideas Annual is an extension of Better Homes & Gardens' well-known talent for stimulating reader action. You *deepen* your penetration of the market created by BH&G when you advertise in these

*specialized* publications. Call your BH&G representative right now. Ask him to give you facts and figures to help you decide *which* of these 5 annuals provide the best advertising climate for *your* products.

Another success story from  
 America's biggest publisher of **ideas** for today's living and tomorrow's plans...

**Meredith Publishing Company**

Des Moines 3, Iowa



# Will Snob Appeal Work for You?

Aura? Glamour? Romance? Heublein's "Ming" teas, selling as high as \$4.75 a pound, are dressed, advertised and merchandised as precious, extravagant—even divine.

A few high-price products are successfully sold quite blatantly on outright snob appeal. Others appeal to the element in the human ego that makes almost all of us desire to own something that can be fully appreciated only by those of most discriminating taste. There's something of the collector in all of us.

In this "collectors' item" class are the 31 specialty teas sold under the "Ming" brand by Heublein Food Importing Co., New York, a division of Heublein, Inc., Hartford, Conn. The company has won for the brand an aura of elegance through its custom-tailored program.

When Heublein bought the Ming line from another importer four years ago, it had a small but loyal following. The firm's sales heads decided to retain those elements of the merchandising program which had given the product prestige. They retained the attractive packages—the teapots and canisters, with gold cord and embossed foil tags. To widen distribution, systematic advertising in fall and winter through Bryan Houston, Inc., was begun.

Except for a change of media, the current advertising campaign closely resembles those which have proved successful in the previous two years. There is the same single-column, 70-line copy with illustrations of the packages and repetition of such phrases as "The Divine Tea" and "Treasure Teas," and mention of connoisseurs, cultivated taste and flavor. And there's the offer of the Tea Dictionary, which is expected—as in the past—to bring in an average of 100 inquiries a day.

This year's campaign will be concentrated in two publications, the *New York Times Sunday Magazine* and *Sunset*, dropping two non-regional publications previously used, but stepping up the number of insertions. It is the company's belief that the proportion of people willing to pay nearly \$5 a pound for tea is enough higher on the East and West Coasts to justify this regional allocation of advertising.

An examination of the typical ad-



TEA IS SOLD in decorative teapots. But mostly they are for show, to give the prospect the illusion of luxury. Most people buy "Ming" tea in canisters.

vertisement gives a capsule view of the entire merchandising program. The illustration shows the packages, teapot and canister, dominating the space used. The name of the leader of the line, "MING CHA," appears in large letters, followed by the phrase, "The Divine Tea." Body of copy is short, less than 40 words. There's an Oriental-looking coat of arms, and the offer of the free Tea Dictionary. Included in the com-

pany's Hartford address is the pleasant-sounding word, "Teaberryport," an example of the effective details characterizing the merchandising program.

The packages have reuse value as well as exotic appeal. Among the teapot designs is the Mandarin (copy of a museum piece), the Dragon, the Bamboo Blossom. The caddies and canisters are worth owning, even without the contents. And there are

various gift packs and combinations, several of them offered as "Ming Tea Party" assemblies.

There is a high degree of coordination of the elements of the campaign. The advertisements offer the Tea Dictionary. The Dictionary gives information and tea lore, explains tea vocabulary—but it also lists and shows products. Sent with the Dictionary is a folder-type catalog and a sample tea-bag, and on the tag attached to the bag is the offer of the Dictionary. In the Dictionary, there's the suggestion, "Send names and addresses of friends who might like the Dictionary."

Care and thought go into processing the 100-per-day inquiries received as a result of the campaign. Forwarded to the New York office from Hartford, they are usually answered within two days of receipt. The personalized letters are written on a Flexowriter, with matching name and address and other fill-ins for special inquiries or comments. The off-white letterhead, 7¼ x 10½ inches, has the firm name in brown ink and the Oriental coat-of-arms trademark with the slogan, "Ming—Treasure Teas of the World," in green ink. The 3-paragraph letter lists enclosures (Dictionary, brochure,

sample tea-bag), invites similar requests for friends, and explains that the inquiry will be forwarded to a representative (broker) who will supply name and address of a local dealer. The letter is signed personally by a Heublein staff member.

The entire mailing—letter, dictionary, brochure, tea-bag, all coordinated in color and design—fits neatly into a 7½ x 4-inch envelope also decorated with the Oriental coat of arms and the "Treasure" slogan.

In accordance with the custom in the fine food field, Heublein's Ming teas are sold to dealers through brokers. (This is true also of the firm's other food specialties, such as Huntley & Palmer's Biscuits, Robertson's Scotch Marmalades, Jams and Jellies, Artzner Foie Gras, the Johnny Cake Game Farm line.) Brokers are called upon by the company's nine salesmen. Direct mail and advertising in the magazine, *Telefood*, are used to reach dealers.

Would You



Drive Coast to Coast  
in a Model T ?

Well hardly.

But you'd be surprised how many companies think nothing of operating their business the same old-fashioned way "grandfather" did 40 years ago.

They either don't know—or won't listen—to the facts about modern distribution practices.

The distribution and marketing of industrial products consists of many steps necessary to move an item from its place of manufacture to its ultimate point of use . . . finding, developing, selling and servicing markets; warehousing and stocking; packing, shipping, delivering; customers' credits, billing, collections.

Wait—stop right here. This is where the men are separated from the boys. Or, if you will, where modern, abreast-of-the-times companies with an eye to more sales at less cost win out over their less progressive competitors, and decide that this is where industrial

distributors fit in.

The modern manufacturer knows that most of these steps in the distribution process can be done for him by industrial distributors more efficiently and economically than he can do them himself. He turns to his own good account industrial distributors' proven record of sales (\$4.5 billion last year) and service to industry. He moves the distribution load from his company's shoulders to the capable broad back of the nationwide network of industrial distributors.

If your company does not now have a distributor selling plan, but should—or, if you'd like to further utilize distributors—we'll be glad to help you analyze your present method and suggest how you can effectively modernize your distribution set-up. We know pretty much about it. We've been right in the middle of the industrial distributor business since 1911. Write us at:

**Industrial Distribution**

330 West 42nd St., New York 36, N. Y.

A MCGRAW-HILL PUBLICATION  
ABP ABC

### Advertising Merchandised

The various promotional materials and details of the Ming advertising campaign are presented in high-style fashion to retailers, usually through brokers handling the line. For example, they are now receiving a handsome kit, the outer folder of heavy gold stock, with the identifying coat-of-arms trademark on the cover. Inside are color photographs of the various packages in the line.

Another example of attention to detail: On the back of each sheet of color illustrations of packages in the line is a keyed diagram, with a description of each product. The Mandarin Teapot, #130 on the chart, is a "6-cup copy of a museum piece, elegantly decorated in inspired colors on pale yellow. Filled with 25 tea-bags of MING CHA, the divine tea."

In addition to the inherent display value of the colorful sheets, dealers can create their own displays from the packages themselves, using the descriptions on the backs of the sheets as the basis for copy.

The portfolio also contains reprints of advertising scheduled for consumer advertising with insertion dates as reminders of promotional tie-in possibilities.

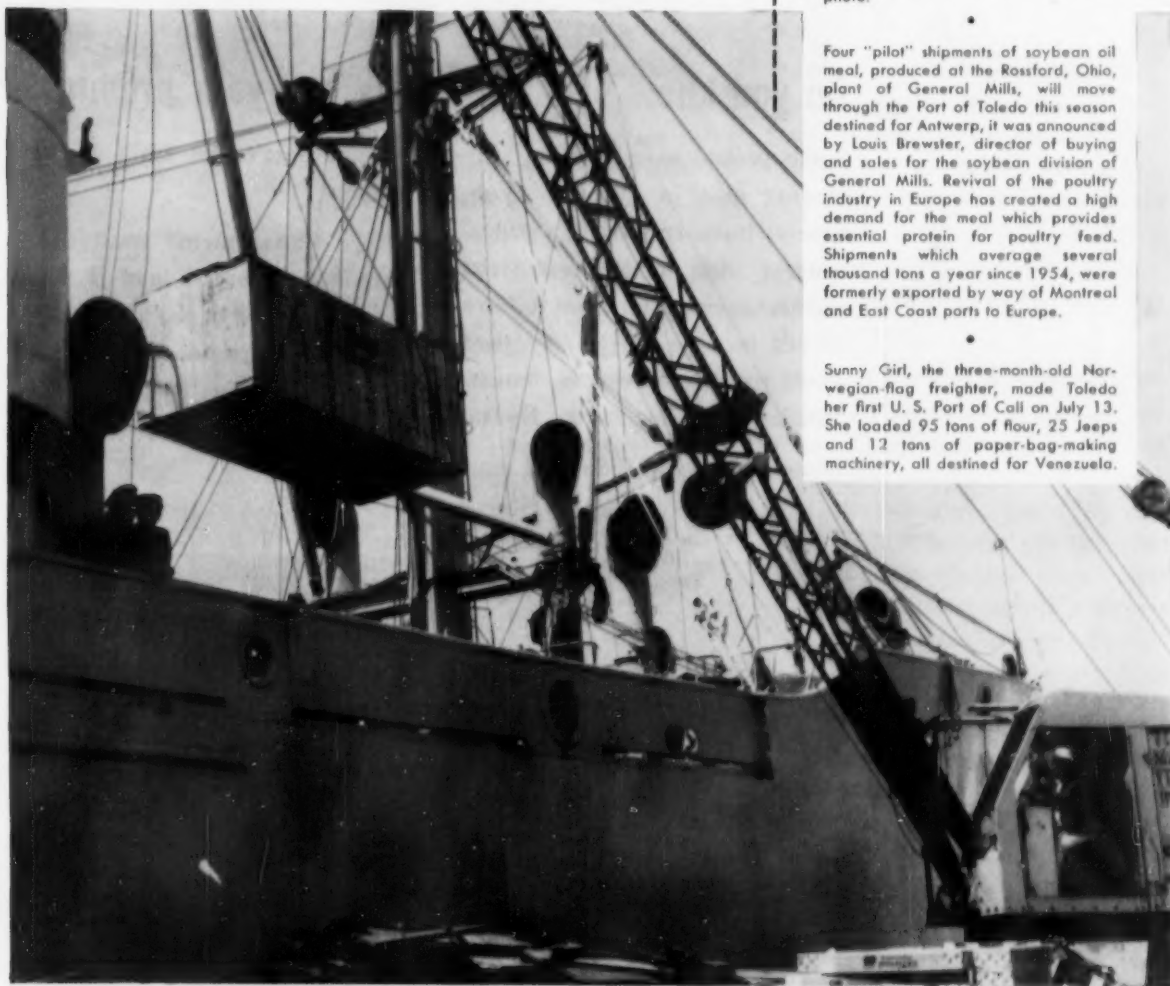
A sales argument used to influence dealers is that Ming Cha, unlike many expensive, high-quality teas (such as Darjeeling, Earl Grey and Young Hyson) is sold only by Heublein. The company sells other fine teas packed under the Ming label, but Ming Cha ("the Divine Tea") is the firm's exclusively. **The End**

SALES MANAGEMENT

# TOLEDO

*is the key to the sea*

Ninth largest port in the U.S., Toledo is already the center of Ohio's third market with \$1,996,423,000 net effective buying power\*. What will it be when the St. Lawrence Seaway is completed? Keep your sights trained on Toledo, the key to the sea.



## PORT BRIEFS

from the  
PORT OF TOLEDO NEWS LETTER  
Published by The Toledo-Lucas  
County Port Authority

275 tons of Jeeps bound for Rotterdam were part of the cargo recently taken on by the Ternefjell, of the Fjell-Oranje line. Loading operation is shown in photo.

Four "pilot" shipments of soybean oil meal, produced at the Rossford, Ohio, plant of General Mills, will move through the Port of Toledo this season destined for Antwerp, it was announced by Louis Brewster, director of buying and sales for the soybean division of General Mills. Revival of the poultry industry in Europe has created a high demand for the meal which provides essential protein for poultry feed. Shipments which average several thousand tons a year since 1954, were formerly exported by way of Montreal and East Coast ports to Europe.

Sunny Girl, the three-month-old Norwegian-flag freighter, made Toledo her first U. S. Port of Call on July 13. She loaded 95 tons of flour, 25 Jeeps and 12 tons of paper-bag-making machinery, all destined for Venezuela.

**TOLEDO'S NEWSPAPERS** *are the key to this great and growing market on the St. Lawrence Seaway*

*Third* in Ohio in net effective buying income. *Third* in Ohio in food sales. *First* in Ohio in farm sales. To open the door to this big and getting-bigger 14-county Toledo Market you must use the proper key

—the TOLEDO BLADE and TIMES. There are no duplicate keys. Send for your copy of the 1957 Toledo Market Map.

\*Sales Management Survey of Buying Power, May 10, 1957

**TOLEDO BLADE** *Daily and Sunday.* **TOLEDO TIMES** *Morning*

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.

OCTOBER 4, 1957

# THE GREAT "TOP"

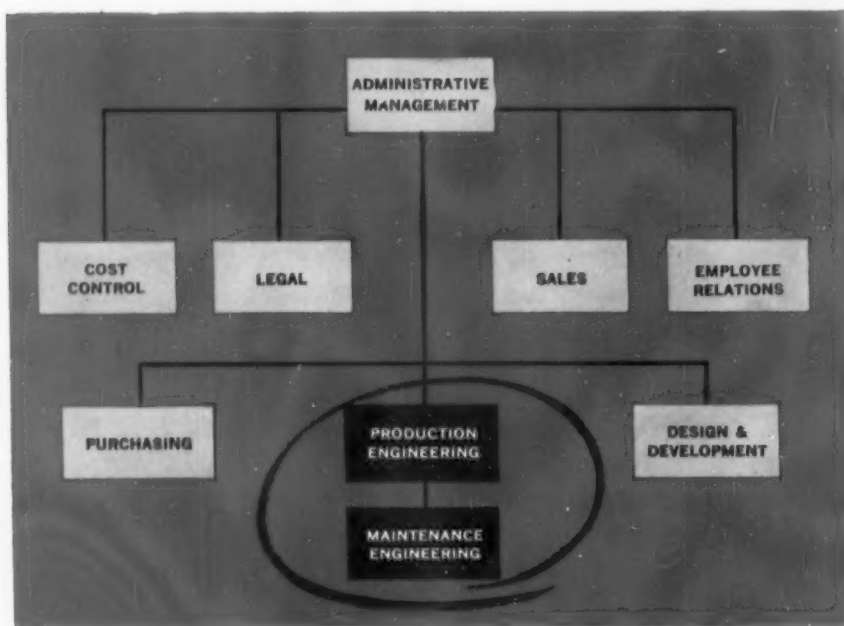
## Do you know who can really buy your product?

Some people in advertising (including quite a hatful of publishers) have created a mythical concept that makes industrial top-management men out to have direct buying authority that would require more arms than an octopus; more heads than Hydra.

When it comes to industrial mar-

keting, here's the truth of the matter.

"Top Management" must delegate responsibility—and if your product is used in production and maintenance engineering it must be bought by the "buy-it-and-get-things-done" men serving in that function.



MILL & FACTORY is the only publication edited 100% for the men known to be directly responsible for the methods, the equipment and the supplies used in production and maintenance.

# MANAGEMENT'' MYTH

MILL & FACTORY can carry your sales message to these all-important influences because its Franchise-Paid circulation is built by 1,724 industrial distributors' sales engineers who search out and sell these same men products that are used in production and maintenance, like these:

- Abrasives—cloth, wheels, etc.
- Building maintenance equipment and supplies
- Components—fasteners, etc.
- Electrical equipment
- Hose, packings, gaskets, etc.
- Hydraulic and pneumatic equipment
- Lubrication—equipment, lubricants
- Machine tools and accessories
- Materials-handling equipment
- Mechanical rubber goods
- Metals—steels, aluminum, brass
- Pipe, valves, fittings, steam specialties
- Power drive—mechanical and electrical
- Tools—cutting, hand, shop, carbides, etc.
- Welding and cutting equipment

These industrial distributor sales engineers do not sell top administrative management men who are concerned primarily with management policy—administrative and financial problems,

pension plans, insurance, plant locations, over-all operating considerations, etc. The products sold by these distributors are used almost exclusively in production and/or maintenance—the machines, tools, materials-handling equipment, electrical power and transmission equipment, lubricants, steam specialties, etc.

The readers of MILL & FACTORY... the men the distributor sales engineers see to sell... are the men concerned with production and maintenance engineering right out in the plant... the men who see that the work gets done; the men with the delegated responsibility for the specification and use of the machines and equipment they need to improve methods, cut costs.

How this works out in real life is well illustrated by hundreds of case studies we've made of actual sales of products like yours to MILL & FACTORY readers. Ask your MILL & FACTORY representative to show you some of these reports. You'll see why, if you sell machines, equipment, materials used in production or maintenance engineering, MILL & FACTORY is your best bet to get your sales story to the men who can say "Yes" and make it stick.



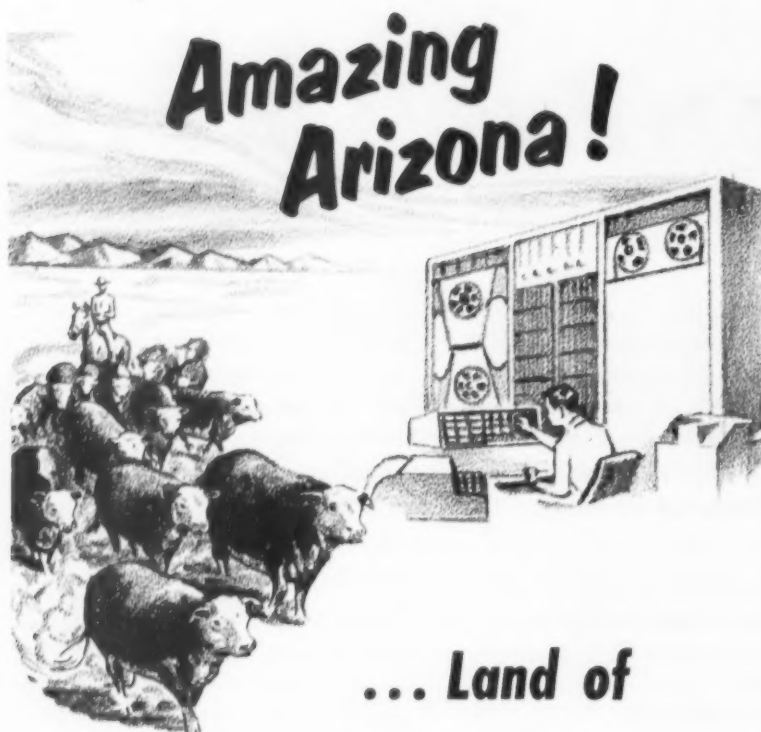
## Mill & Factory

NBP BPA

serving production and maintenance engineering—the men, regardless of title, industrial salesmen must see to sell

205 East 42nd Street, New York 17, N. Y.  
a Conover-Mast publication





## ... Land of Cattle and Computers

It's not long since there were more beef cattle than people in Arizona. Millions of tourists who annually visit the Grand Canyon State are thrilled by the sight of working cowboys, from the pine forests in the northern mountains to the picturesque Mexican border.

Electronics, too, is a part of the *Amazing Arizona* scene. Such words as "computer" and "transistor" are rapidly becoming a part of the Arizona vocabulary as modern smokeless factories rise where cattle once grazed. Manufacturers are attracted by the fine weather and choice locations with plenty of room for expansion. Men and women who like to work where it's fun to live provide a growing pool of skilled labor.

Arizona's legislative "climate" encourages industry with an "Open Port" law which permits tax-free warehousing of goods destined for ultimate out-of-state delivery. There is no manufacturer's inventory tax. State income tax is low.

Don't miss the opportunity to have your business grow with the "growing-est" state. Interested? Write today for the latest *Arizona Industrial Facts*. Ask for vacation information, too, if you'd like to combine pleasure with business.

## ARIZONA Development Board

Arizona Development Board, Department M-1  
1521 W. Jefferson Street, Phoenix, Arizona

Please send: ☐ *Arizona Industrial Facts* ☐ *Vacation Information* ☐

To

Company

Address

## EXECUTIVE SHIFTS IN THE SALES WORLD

### American Cyanamid Co. . . .

Allan B. Clow elected v-p for marketing. Succeeds Dr. W. G. Malcolm who has become president.

### A.S.R. Products . . .

Leslie E. Parkhurst, director of marketing, appointed v-p.

### Blackhawk Mfg. Co. . . .

Wesley J. Kiley, marketing manager, named manager of Distributor Sales Division.

### Borg-Warner International Corp. . . .

Marshall A. Haislip promoted to industrial sales manager, Elmore T. McKenzie to appliance sales manager, John D. Gulick to automotive sales manager. A. H. Schmal becomes general sales manager of Long Manufacturing Division.

### Standard Pressed Steel Co. . . .

Robert E. Thomas named general sales manager of subsidiary Cleveland Cap Screw Co.

### Firestone Plastics Co. . . .

Whitney R. Kerchner appointed advertising and sales promotion manager.

### Ford Motor Co. . . .

Joseph E. Bayne elevated to general sales manager of new Lincoln & Mercury Division.

### Frank H. Lee Co. . . .

J. Lawrence Sherk upped to v-p in charge of sales.

### General Motors Corp. . . .

Edward C. Kennard named general sales manager of Buick Division. K. O. Keel appointed general sales manager of Cleveland Diesel Engine Division.

### Landers, Frary & Clark . . .

Maurice F. Moriarty becomes sales manager of Handy-Hannah Products Corp.; a division.

### L.O.F. Glass Fibers Co. . . .

William E. Worcester appointed manager of aircraft sales.

### Olin Mathieson Chemical Corp. . . .

Edward M. Grady becomes sales manager of mill products, Western Brass Mills Division.

SALES MANAGEMENT

## How to stretch your shipping dollar



The high cost of shipping filled Harry with dread  
He knew that the boss would be out for his head



Harry uses his head now... he's crowned with success  
He calls economical **RAILWAY EXPRESS!**

## The big difference is

No use trying to stick to a shipping budget if you have to pay for "extras" like pickups, deliveries, and insurance. You just can't do it!

It's easy, though, when you ship by Railway Express! One fixed charge is all you ever pay. You get complete service that is swift and dependable, plus domestic coverage no other company can match. What's more, you can speed shipments to and from almost anywhere in the world, via Railway Express' new World Thruway Service.

So, always specify Railway Express. It's the complete rail-air-sea shipping service.





**31.1% of college alumni reading a New York newspaper  
in New York City and suburbs read The News**

Source: Profile of the Millions... a study conducted  
by W. R. Simmons & Associates Research, Inc.  
Approved by the Advertising Research Foundation.  
Any New York News office will show you Profile.



# Want college alumni?

*The News is read by more college alumni than any other New York morning or evening newspaper!*

If you want higher sales from the higher I.Q.'s in metropolitan New York... you reach more college educated in The News audience than any other local paper. In the group with more than a high school diploma, The News by itself delivers

130,000 more than the Times  
 170,000 more than the  
                     World-Telegram & Sun  
 290,000 more than the  
                     Herald Tribune  
 360,000 more than the Post  
 370,000 more than the Mirror  
 390,000 more than the  
                     Journal-American

College alumni make cash registers cheer, are choice prospects for upper price lines and all quality products.

The News best reaches the best customers! It has *more* readers in families with \$10,000 and up incomes, *more* two-car families, *more* home owners, *more* families with children, *more* bondholders and stockholders, *more* prospects for quality merchandise—and only The News delivers maximum volume

With more than 4,780,000 readers daily in the nation's largest and richest market, The News merits first choice on any sales schedule! Ask for all the facts.

## The News, New York's Picture Newspaper...

*with more than twice the circulation, daily and Sunday, of any other newspaper in America...*

If You Like Composites. . .

### Here's a Description of a Typical Salesman's Expense Account:

In a large city, he spends \$18.02 a day for housing, meals, local transportation, incidentals.

In a smaller city, he spends \$15.05 a day.

Either he gets paid \$.0738 a mile for the use of his own car, or he travels in a leased car. If it's leased, it's probably a Ford, Plymouth or Chevrolet.

He usually keeps cleaned and pressed and laundered at company expense.

When he entertains customers it's usually for lunch, but he is asked to use common sense on all entertainment investment. He prefers a motel to a hotel nowadays.

He gripes—and his boss gripes—about the time waste and high costs now involved in parking and overnight storage for cars in many areas.



## It's up Again: The Cost Of Keeping Salesmen in the Field

Per-day cost for maintaining a man in a small city has risen more than twice as much as the figure for larger cities . . . leased cars are now being used by 21% of the companies reporting. Average per-mile auto allowance is now \$.0738.

This is what's happened to the cost of maintaining salesmen in the field since 1953:

Average cost per day for operation in large cities (over 100,000) have risen 9.1%. Today's figure: \$18.02.

Average cost per day for operation in smaller cities has risen 20.7%. Today's figure: \$15.05.

Average cost per day for executive travel today: \$31.36. (In 1953, \$28.33 in large cities, \$20.76 in small cities. Separate figures were not compiled this year.)

Total per-mile cost of operating salesmen's automobiles has risen at least 12.1%.

Per-mile auto allowances among companies paying salesmen for the use of their own cars now average \$.0738.

These figures are based on reports from more than 200 companies, made to the editors of SALES MANAGEMENT in July. The companies were

divided about equally between industrial and consumer goods firms. In all cases our figures and percentages on individual items are based on the total number of reports which offered comparable statistics.

As we feel moved to do each time an updated report of this kind is offered, we again strongly emphasize the need for the application of judgment in the use of average figures. We repeat: We are only too well aware that averages are consistently abused; that highly erroneous conclusions can be drawn from them if they are not used with intelligence; that a survey of this nature is subject to criticism both because participating companies do not have uniform accounting methods, and because some figures must be "guesstimated" since precise figures simply are not available.

However, we do believe the averages we have developed are derived

from an adequate sample and that they can be of some service to readers.

Among our reporting companies this year, 60 have increased allowances for salesmen's expenses in the last two years by an average of 13.9%. Twenty-eight have increased auto allowances an average of 15.2%. Fifty-nine say they will have to increase soon.

A Far West sales manager reports: "We are increasing our salesmen's commission this month by \$5 per unit of sale to cover increased sales expense. (Our commission men pay their own expenses.) Our men prefer motels to hotels, since the accommodations are more modern and generally cleaner.

"I traveled approximately 65,000 miles last year. I personally have been having difficulty in finding motel accommodations for less than \$10 or, in most cases, \$9.50 for a single. Hotels run around \$7."

[Editor's note: How times are changing in the competitive picture of hotels and motels!]

Motels, incidentally, are being used freely by the sales forces of almost all the companies covered in our survey. Not one company reported that its salesmen never use motels.

These items are pretty well stand-



## Erie has nai/ed it down

Back in 1940 Erie ranked 4th among Pennsylvania cities in population, 6th in retail sales\*. ■ Since then Erie has grown faster than any other major\*\* Pennsylvania city. As a result Erie has solidly nailed down 3rd place—after Philadelphia and Pittsburgh—in *both* population *and* retail sales†.

■ Erie's newspapers are another reason why it is the state's logical 3rd market buy. For The Erie Times & News deliver the *whole* market. Contrast this with some other Pennsylvania situations where neighboring cities are lumped together to create a "market" which no one newspaper buy can possibly cover.

When  
you  
think  
Pennsylvania  
think  
Philadelphia  
Pittsburgh  
and  
Erie

The Erie Times *evening*

The Erie News *morning*

The Erie Times-News *Sunday*



Represented by The Katz Agency, Inc.

\*1940 U. S. Census of Population; 1939 U. S. Census of Retail Sales.

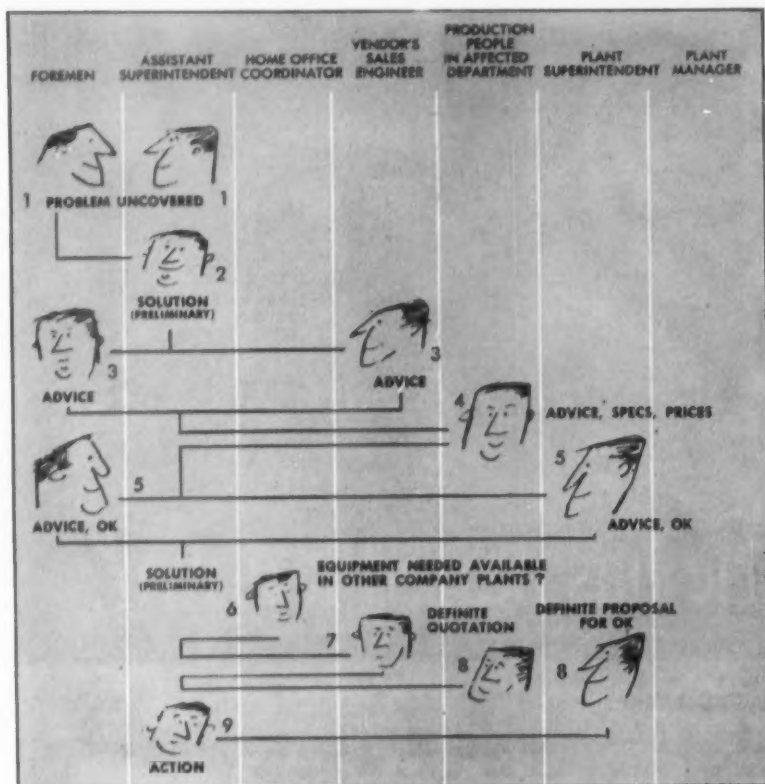
\*\*75,000-and-over population.

†1957 Sales Management Survey of Buying Power.

## EENY, MEENEY, MINEY, MOE... WHERE DOES A

### SMART PLANT EQUIPMENT SALESMAN GO?

Watch that ball! Which way will they run the play—off tackle, around end? Where will your next sale start? What men will get into the formation? Study the chart—it shows not how someone bought new materials handling equipment, but how one company reached a solution to an actual materials handling problem. There's a big difference!



Experienced salesmen know that you can't be sure *just where* your sale will start . . .

Or who, *specifically*, will get into the act . . . Or, in what *sequence* . . .

What in the world can you be dead sure of? **JUST THIS:**

Plant equipment, materials, supplies, services are bought by the PLANT OPERATING GROUP . . .

*The management men and engineers with operating responsibilities for production, plant engineering and maintenance, and direction of people.*

FACTORY is the *only* publication that *concentrates* its coverage and editorial on the PLANT OPERATING GROUP in *all* the manufacturing industries.

# FACTORY

MANAGEMENT AND MAINTENANCE

*Edited Exclusively For The Plant Operating Group*

A McGraw-Hill Publication (ABC-ABP)  
330 W. 42nd Street New York 36, N. Y.

ardized as "allowable" on expense accounts everywhere: hotel or motel rooms, meals, tips, taxis and other forms of local transportation, telephone and telegraph bills, bridge and ferry tolls . . . and now, something new: tolls for the new throughways.

There is less agreement on stenographic service, laundry and valet bills.

About 47% allow salesmen to engage and charge stenographic service when they need it. About 53% allow for laundry service, and about 58% for valet service. The stipulation is made in some cases that laundry and valet bills are allowable only if a man is away over a week end, in other cases, "for more than two weeks."

Seventeen companies ask their men to stay within a specified limit on hotel rates. These limits run from a low of \$4 a day [Where do these men find rooms at this price?] to a high of \$12 a day.

Thirty-two companies do the same with respect to meal expenditures. Here the limits run from a low of \$3 a day to a high of \$12 a day.

Analysis of the figures on what is regarded as reasonable and allowable per day expense for large and small cities (these figures do not include city-to-city transportation) shows that, in a general way, the figures from firms selling to the industrial market tend to run higher than the average, and those from consumer goods firms lower than the average.

One sales manager for heavy industrial products passes on this information about what he calls "a built-in control on expenses." He says: "Our men operate on salary. The whole range of salesmen's salaries is less than \$200 from top to bottom. The man's expenses are added to the salary. He must pro-rate his whole cost (salary and expenses) at 5% of sales. When this is amortized, he gets 2% on all sales beyond. The men are or a fiscal, not a monthly, basis."

So far as entertainment goes, each respondent was offered three statements and asked to check the one which most nearly describes his company's policy:

a. We allow our salesmen no expenses for entertainment. (Only six companies have such a policy.)

b. We allow entertainment expense, but it mustn't run over \$— a day. (Six companies specified limit figures running from \$2 to \$50; six more specified "reasonable" in relation to the business situation involved.)

c. We allow entertainment expense, but insist the salesmen limit such expenditures to occasional lunches and

drinks. (65% of all companies say this is their standard policy. Several added "dinner" to the statement.)

About 30% of the group find it necessary to stringently police salesmen's expenditures for entertainment.

Here are several typical excerpts dealing with entertainment, from various company instruction bulletins or manual sheets covering expense policy and expense account reports:

From a maker of containers:

"Entertainment costs incurred in the best interests of the company are allowable expense items. Other than conventions, your usual entertainment should be confined to luncheons.

"Normally, luncheon entertainment is considered acceptable. All entertainment should be in good taste and in keeping with the standards of the corporation. . . .

"The names and connections of each guest must be reported on the weekly expense report in the miscellaneous column, and the total expense shown. Expenses for other company employees may not be included on the weekly expense report. Expenses for wives may not be included on the weekly expense report."

A pharmaceutical company:

"Entertainment expense should be restricted to reasonable amounts in connection with customer relations and other business contacts when appropriate to accomplish specific business objectives. Include your own expenses in such entertainment. Large expenditure should be accompanied by an itemized bill."

And this, from the instruction sheet of a company in the packaging field:

"Extra meals and entertainment: a. When entertainment or extra meals are charged, the number of persons, their company, and their positions must be listed on the reverse side of the expense report. b. In the event of any extraordinary expense, a brief explanation on the reverse side of the report is required. c. Entertainment of company associates is not allowable unless such entertainment involves a customer or customers."

A maker of industrial equipment:

"We recognize a certain amount of entertainment cannot be avoided. In fact, we realize that it is necessary and good business procedure. However, much of it is unnecessary and is unwanted by the customer. We expect good judgment to be used in this respect. A full explanation will be requested if those who approve or audit expense reports feel that these expenses are excessive."

One company — an industrial — asks salesmen who work only partially in New York State to handle expense accounts so that there is a clear record of days-worked-out-of-New-York for state income tax purposes. Here are the instructions:

"Non-residents of New York State should make certain to place an asterisk next to the dates of all days in which you were working in other than New York State. If no expenses were incurred, show the date and the location anyhow, with a dash in the amount column. In the upper margin should appear the symbol and the statement: '\* — days out of state.' If this procedure is followed, you will be certain to get the maximum deduction from your New York State Income Tax."

Where credit cards are in use, most companies pull credit card charges and cash expenditures together on the expense report with some such routine as this:

"Travel Credit Cards: When it is necessary for you to use a travel credit card, please list on the back of the expense form the amount of the charges, date of the trip, and the itinerary of the trip. Include the ticket duplicate with your other vouchers." (This from instructions issued by a feed and seed firm.)

A small percentage of companies handles expenses with flat sum payments. Such sums vary from a low of \$50 a week to a high of \$125 a week.

Among the companies SALES MANAGEMENT surveyed in 1953, about 12% were leasing cars for salesmen; this percentage has now jumped to 21%. Average per-year leasing cost is \$1,159, a figure not too meaningful because it includes some heavier cars with the Fords, Plymouths and Chevrolets, and some station wagons. Figured down to a cost-per-mile-of-sales-travel, the leased fleets seem to be operating more economically than most arrangements under which companies pay salesmen for their own cars. Not enough data are available on cost-per-mile for company-owned fleets to judge whether company ownership, with good management, can beat leased-fleet economies.

A look at some of the leased fleets:

An industrial, leasing at \$1,020 a year, figures per-mile cost at 6½ cents.

A chemical company, leasing at \$90 a month, comes out with a 7 cents per mile cost.

A hardware company, leasing at \$1,200 a year, figures per-mile cost at 7½ cents.

An electrical equipment company,

IN LOS ANGELES  
THEY SAY  
"TIMES. FIRST OF ALL"



**\*Furniture &  
Household  
Advertisers  
place 55.7%  
of ALL their  
Los Angeles  
metropolitan  
newspaper  
linage in  
The Times**

(Media Records,  
1st six months of 1957.)

Leading the nation in home-building, the Los Angeles area ranks second in the U. S. in sales of furniture & household goods. Dealers rely most on the big-circulation Times to cover it, putting 55% of their advertising in this medium.

LOS ANGELES  
**TIMES**

Represented by Cresmer & Woodward  
New York, Chicago, Atlanta, San Francisco, Detroit

For ENGINEERING

READERSHIP

of

Superior Quality

The AERONAUTICAL ENGINEERING REVIEW is an engineer's magazine. It is not for the layman. It serves the technical interests of one of the world's most exacting professional groups . . . the men who create and develop aircraft, missiles, rockets, earth satellites, and all manner of vehicles capable of flight through and beyond our atmosphere.

The REVIEW is a magazine advertiser's like. Its single aim for over 23 years has been to advance the highly creative art of airborne vehicle design and development.

The result? A carefully built professional engineering audience of superior quality . . . plus an editorial format that permits complete freedom of expression in discussing the vast and difficult problems in all the aeronautical sciences. As and advertising investment, the AERONAUTICAL ENGINEERING REVIEW stands second to none in building professional prestige and acceptance for your aviation products.

**16,000 CIRCULATION—at the highest engineering level**

The REVIEW's reader audience forms the backbone of the entire aviation industry. They are the "professionals" in every sense of the word . . . honest, mature, and intelligent men . . . loyal to their industry and profession . . . with complete faith in themselves. It takes men of this caliber to handle key jobs on supersonic aircraft or missile design projects. Predominantly, they are all members of aviation's professional engineering society—the Institute of the Aeronautical Sciences. Your advertising program in the REVIEW brings you in close professional contact with over 16,000 men of this high caliber.

**Aeronautical  
Engineering  
REVIEW**

Send for Sample Copy and  
Aviation Industry Booklet

Official Publication:

INSTITUTE OF THE AERONAUTICAL SCIENCES • 2 East 64th Street • New York 21, N.Y.

## Here's a REAL Pocket Secretary . . .



just the thing to give to your customers as a good-will gift — or to your salesmen, dealers or distributors at meetings, conventions and other important gatherings.

Available in Genuine Morocco, Genuine Cowhide and Genuine Pigskin. With your ad stamped in genuine gold, it is a useful, continuous reminder of YOU.

Let us know the quantity you need — we'll send cost information promptly.

Minimum order — 25 pieces.

For sample of No. 921 as illustrated, send \$3.00 — rebated on receipt of an order.

**ADVERTISING CORPORATION OF AMERICA**  
**Manufacturers . . . Easthampton, Mass.**

leasing Fords at \$1,500 a year, 7 cents per mile.

A metal finishing equipment company, leasing Plymouths at \$1,200, 7 cents per mile.

A pottery company, leasing station wagons at \$1,476, 6 cents per mile.

A pipe and supply company, leasing Pontiacs at \$1,300 a year, 10 cents per mile.

A book house leases only Cadillacs at \$200 a month.

Company-owned fleets reported in this year's survey totaled 8.9% of the group. A somewhat lesser percentage of companies operate under the car-by-car-cost-accounting system of the Runzheimer service.

These three groups — those who lease cars, those who own fleets, and those who use the car-by-car accounting system — have a tighter control over automobile costs, a much more exact knowledge of all cost factors, and, generally, a more economical operation than almost any company that pays its salesmen for the use of their own cars.

The arrangements under which this is done are infinitely varied. Just a few:

A gas and oil company: \$45 a month plus  $3\frac{1}{4}$  cents a mile. If a man travels less than 10,000 miles annually, the allowance is a flat 9 cents per mile.

A maker of kitchen equipment: 8 cents per mile for the first 500 miles, 7 cents per mile over that figure.

A pipe and steel company: \$100 a month for light cars; figures cost at 8 cents per mile.

A heavy industrial equipment company: 8 cents per mile, plus tolls and parking, for light cars. Personal cars used to 15,000 miles yearly; company-owned cars for greater milages.

Meat packer:  $12\frac{1}{2}$  cents per mile for the first 100 miles,  $3\frac{1}{2}$  cents per mile beyond that.

One sales manager laments: "The biggest car cost and car problem is getting to be parking and storage expenses, which often run in excess of gas and oil."

SALES MANAGEMENT once again inquired about the extent of executive travel. Against a yearly average of 31,604 miles recorded in 1953, the current figure is 33,062. Of this, 21,258 miles, or 64.3%, was done by air; 4,135 miles, or 12.5%, by rail; 7,669 miles, or 23.2%, by car.

Heaviest milages are reported by sales executives in companies selling to industry. Of six who did 100,000 miles or over in the last 21 months, four were heavy industry men, one was in building supplies, and one in home products.

The End

## A Mayflower Move Is a Good Move!



• Whether you're moving one of your company's sales executives, a production manager, an engineer, or a top executive, "a Mayflower Move is a Good Move!" That's what scores of Mayflower customers tell us every day.

One satisfied shipper, for example, after a move from Pueblo, Colorado to Hayward, California, wrote us:

*"We were glad to receive the furniture in excellent condition and dishes without a single chip."*

Next time you have company personnel to move, make a good move, call Mayflower!

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS



AMERICA'S FINEST LONG-DISTANCE MOVING SERVICE



## Are the Railroads Being Wrecked By "Saved" Advertising Dollars?

Have airlines won the passengers on rails' "default?" Though rails stepped up total expenditures one-third in six years, airlines expanded three times as fast. And now rail advertising budgets have been cut below 1956 levels.

By LAWRENCE M. HUGHES

Will 1957 mark the year when the railroads decided to sidetrack themselves?

After many years of at least telling the prospects—and the other carriers—that they were still rolling, the railroads now seem largely agreed that they aren't going anywhere.

They've turned especially frigid toward passengers.

Between first half 1950 and first half 1957, Publishers Information Bureau tells SALES MANAGEMENT that aviation *passenger* advertising in magazines expanded 125%, from \$1,340,862 to \$3,021,743. Meanwhile, railroad *passenger* advertising in magazines declined 24%, from \$2,386,164 to \$1,806,884. From spending 56% more than airlines in magazines to win passengers, the railroads now are spending 60% less.

Between first half 1951 and first half 1957, in newspapers of 110 major cities, Media Records shows that total airline linage (passenger, freight and whatever) more than doubled, from 6,708,511 to 13,724,045, while total railroad linage in these cities declined 16.8%, from 5,320,724 to 4,425,096.

As compared with about 75% of the airlines' volume in newspapers six years ago, the railroads—for all purposes—now are spending only one-third.

At Palm Beach a decade ago, Robert R. Young told me of plans to persuade the nation's railroads to spend a combined \$100 million annually in advertising.

Young estimated that all 135 Class 1 railroads then were spending only about \$7 million, or "hardly more than one toothpaste manufacturer." About one-seventh of it was contributed by the Chesapeake & Ohio, of which Young was chairman. In three years—on such themes as "A Hog Can Cross the Country without Changing Trains—but You Can't"—he had trebled the C&O's budget from \$382,127 to \$1 million.

Even more than the hog, Bob Young's proposed \$100 million kitty riled "experienced railroaders."

Most of them did not even bother to figure out that this impressive figure actually came to only 1 cent of each sales dollar, on the basis of the railroads' \$10 billion a year operating revenue.

When Young moved out the C&O cut its budget to about \$350,000. Young became chairman of the New York Central. In the three years 1954-56 the Central nearly trebled advertising expenditures, from \$876,938 to \$2,285,503.

But lately the Central has met reverses. The Young dictum, that

advertising can be a friend even more in foul circumstances than in fair, has been pushed by current "realities" down the drain.

This year the advertising budget of the New York Central System has been cut in half—to \$1.1 million.

In first six months of 1957 this railroad earned less than half as much as in first half 1956. Nearly all others (two exceptions being the Union Pacific and the Chesapeake & Ohio) are being "pinched." They fervently hope that recently-authorized rate increases may halt a downward trend in freight revenues.

But it will take more than fare increases to get more dollars from people riding by rail. The railroads, in fact, have even "renounced" passengers. This year's program of the New York Central, for example, is devoted almost entirely to freight.

The extent to which this railroad is pushing passengers aside may be suggested by some statistics:

Of its \$1,699,157 total advertising expenditure in 1950, \$1,275,266, or three-fourths, was for passengers; only \$64,536 for freight, and \$359,355 was institutional or corporate, promoting both.

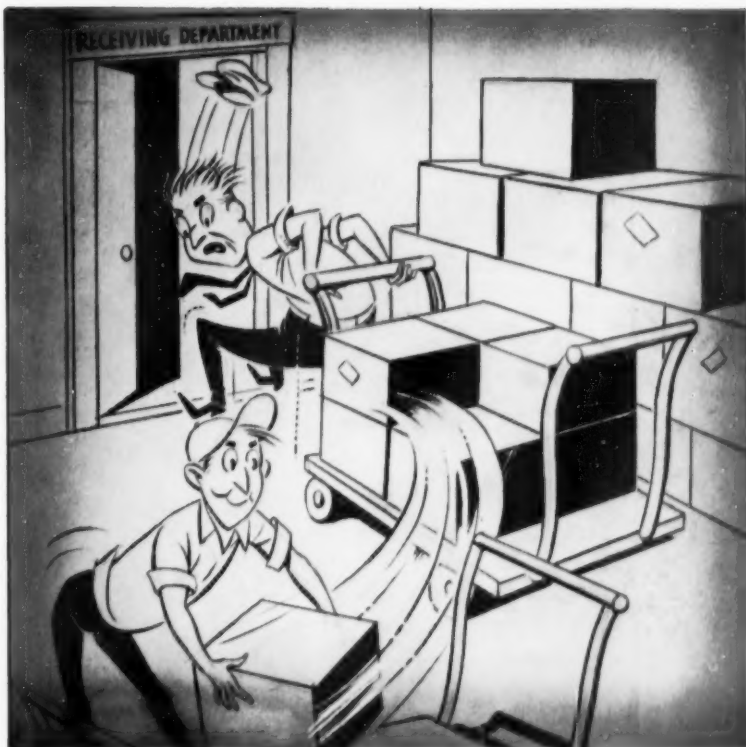
Of \$2,285,503 in 1956, the freight share had climbed seven times to \$464,725; the passenger part by one-

# watch out!

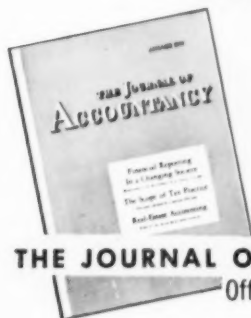
# LIFO at work

When accountants recommend to management the Last In — First Out treatment of inventory valuation the stock room may not actually function this way. But the choice of the LIFO method has an important bearing on company profits. Proper record-keeping and inventory controls are the accountants' responsibility too, as is the review of insurance coverage of inventory and the employees handling it.

If you make record-keeping equipment or forms for efficient inventory control... if you insure inventory or bond employees, you should tell your story to accountants.



*where inventory valuation, control and insurance are concerned...*



**ACCOUNTANTS HELP MANAGEMENT MAKE DECISIONS**

**THE JOURNAL OF ACCOUNTANCY • 270 MADISON AVENUE • NEW YORK 16**  
Official Publication of the American Institute of Certified Public Accountants

Objective: Make them reach.



# IMPULSE

...predictable and profitable

Tempting display is a prime force in the mental decision we call the "buying impulse."

This "impulse" decision is fast—but not simple. In the market, your package must identify product and brand, sell the desirability of each, and give the shopper justification for buying...all in a matter of merely seconds.

What's needed to create such a package? Market knowledge and also "people knowledge"—knowledge of what makes a shopper stop, look and reach.

To find out how this knowledge could be put to work on your package, call in a packaging consultant (if your budget permits). Or go directly to a supplier with the experience and staff needed for this vital job.

Lassiter, for one, has broad package design and production experience in many industries. In the food field, for example, we manufacture packaging for practically every type of snack and party item. Potato chip processors alone use millions of Lassiter-produced bags every year.

Ask for samples of successful packages which we have produced...packages which reflect the consistently higher standards of our printing and converting.

**BONUS:** Would you like a complimentary copy of Vance Packard's controversial best-seller on motivational selling, "The Hidden Persuaders"? We have enough for the first fifty requests.

## LASSITER

C O R P O R A T I O N

350 FIFTH AVENUE • NEW YORK 1, N.Y.

EXECUTIVE OFFICES: Charlotte, N.C.

DIVISIONS: Chicago, Ill. • Cheltenham, Pa.

Atlanta, Ga. • Greensboro, N.C. • Danville, Va.

### PACKAGE DESIGNERS AND MANUFACTURERS

Cellophane • Polyethylene • Acetate • Vitafilm  
Mylar • Foil • Laminations • Paperboard • Paper

## Persuasive Packaging

### Poly bags push plastic boxes



Three sizes of plastic freezer boxes—for preserving fresh-cooked or left-over foods—have been put on the market by Safelon Flexible Packaging Corp., New York. Extraclear polyethylene bags, printed in red, yellow, black, and white, do a self-service selling job. Design and printing by Lassiter.

### Cooper's develops sock pack

To attain maximum visibility for their men's socks and women's anklets, Cooper's, Inc. (Kenosha, Wisc.), originated a new type of paperboard package. It's a combination sock board and backing piece, die-cut to fold around and seal at the bottom of the socks. The package, produced by Lassiter, is printed in two colors: black and yellow. This package construction is available under special license.



### Cellophane wrap cuts packaging costs



Using a cellophane package in place of a tray-and-wax paper overwrap, Corneo, Inc. (Baltimore, Md.) chalked up marked savings for Colonel Puff Caramel Popcorn Bars in semi-automatic packaging. The company is now planning fully automatic production, using roll stock cellophane. The package, printed in orange, blue and white, was designed and produced by Lassiter.



**HOTEL New Yorker**  
14th Street at 8th Avenue

Manhattan's largest and most conveniently located hotel. 2500 outside rooms, all with bath and free radio, television in many. Direct tunnel connection to Pennsylvania Station. All transportation facilities at door. Three air-conditioned restaurants  
LAMP POST CORNER . . . COFFEE HOUSE  
GOLDEN THREAD CAFE

Singles from \$7 | Doubles from \$11 | Suites from \$23

JOSEPH MASSAGLIA, JR., President  
CHARLES W. COLE, Gen. Mgr.

#### Other MASSAGLIA HOTELS

- SANTA MONICA, CALIF. Hotel Miramar
- SAN JOSE, CALIF. Hotel Sainte Claire
- LONG BEACH, CALIF. Hotel Wilton
- GALLUP, N.M. Hotel El Rancho
- ALBUQUERQUE, Hotel Franciscan
- DENVER, COLO. Hotel Park Lane
- WASHINGTON, D.C. Hotel Raleigh
- HARTFORD, CONN. Hotel Bond
- PITTSBURGH, PA. Hotel Sherwyn
- CINCINNATI, O. Hotel Sinton
- NEW YORK CITY Hotel New Yorker
- HONOLULU Hotel Waikiki Billmore

World-famed hotels  
Teletype service—Family Plan



**RADIUS**—The 50,000-watt voice of KOA-RADIO covers 302 counties in 12 states—a complete coverage of the entire 480-million-acre Western Market!

**RECOGNITION** — KOA-RADIO "knows" its listeners, and programs accordingly...skillfully combining top NBC programs with highly-rated local shows!

**RESULTS**—That's what you want...and always get, with each advertising dollar spent on KOA-RADIO! To sell the entire rich Western Market of 4 million people, buy the only station you need—KOA-RADIO!

Represented by  
Henry I. Christal  
Co., Inc.



**KOA Radio**  
DENVER

One of America's *great* radio stations  
50,000 Watts 850 Kc

third, to \$1,654,307, and "institutional" had been halved, to \$166,471.

This year's \$1.1 million is all-freight, but partly along "institutional" lines. The main campaign, on the theme, "What's new on the New York Central," is concentrated in double-page spreads in a dozen publications: newsweekly magazines, business, financial, railroad and traffic publications. Each spread emphasizes the "Route of the 'Early Birds,'" and tells what the Central is doing to get freight trains through faster.

The Central also has managed to find \$18 million to pay for "piggy-back" truck-trailer-on-flat-car service.

Today, this and other railroads

continue to woo commodities, including hogs.

But even their freight wooing no longer wows.

On the surface, for six years, the railroads *seemed* fairly ardent. For the full years 1950 through 1956, the Association of American Railroads reports that total railroad advertising expanded one-third, from \$21 to \$28 million. In this period passenger advertising increased 20%, from \$15 to \$18 million, while freight advertising rose two-thirds, from \$6 to \$10 million.

This was still a far cry from Bob Young's penny-of-every-dollar for promotion. But the ratio of Class 1

### Advertising Expenditures By U.S. Class 1 Railroads

Year	Passenger	Freight	Total
1950	\$15.0 million	\$6.0 million	\$21.0 million
1951	16.4	7.9	24.3
1952	17.1	8.5	25.6
1953	17.9	9.7	27.6
1954	16.7	8.2	24.9
1955	17.9	8.9	26.8
1956	18.0	10.0	28.0

—Association of American Railroads

### Advertising Expenditures By Railroad Regional Groups

Region	1950	(No. of Roads)	1956	(No. of Roads)
New England	\$ 538,000	(10)	\$ 889,000	(9)
Great Lakes	2,520	(21)	3,810	(17)
Central Eastern	2,996	(18)	3,222	(18)
Pocohontas	.835	(5)	2,102	(4)
Southern	2,153	(24)	2,711	(25)
Northwestern	2,580	(16)	3,400	(17)
Central Western	7,485	(15)	10,051	(13)
Southwestern	1,832	(19)	1,905	(11)
Totals	\$20,939 min.	(128)	\$28,090 min.	(114)

### The Top 10 Railroads in Advertising Expenditures

Rank	Railroad	1950	Rank	Railroad	1956
1.	Union Pacific	\$ 2,573 min.	1.	Union Pacific	\$ 3,733 min.
2.	Santa Fe	2,355	2.	Santa Fe	2,773
3.	Pennsylvania	1,501	3.	N. Y. Central	2,286
4.	N. Y. Central	1,340	4.	Great Northern	1,348
5.	Balt. & Ohio	1,000	5.	Balt. & Ohio	1,332
6.	Southern Pac.	.954	6.	Southern Pac.	1,267
7.	Milwaukee	.804	7.	Chesapeake & O.	1,197
8.	Great Northern	.603	8.	Pennsylvania	1,114
9.	Burlington	.554	9.	Burlington	.895
10.	Rock Island	.537	10.	Norfolk & Wstn.	.859
	Totals	\$12,221			\$16,804
	(10 represented 58% of expenditures by all 128 Class 1 roads.)			(10 represented 60% of expenditures by all 114 Class 1 roads.)	

railroads (those with more than \$1 million gross operating revenue annually) climbed in the six-year period from 0.22% of \$9.473 billion to 0.27% of \$10.551 billion.

Between 1951 and 1956, Air Transport Association of America shows that domestic trunk airlines more than doubled advertising expenditures, from \$15 to \$31.6 million.

Since 1950 the Association of American Railroads has not broken down railroad expenditures by media. Of the total \$20,938,879 reported for that year, newspapers received \$5,574,359; magazines, \$4,302,244; radio, \$841,226. "Calendars and other advertising media" cost \$9,198,883, and \$1,022,167 went into "advertising department salary and expense."

"Other media" for railroads include timetables—but these usually do not account for more than 1% of total budget. Larger factors are "station" and 24-sheet posters, television, business papers, direct mail and promotion material.

Despite the fact that the airlines have fast out-advertised them, the nation's Class 1 railroads increased combined expenditures quite consistently from 1950 through 1956.

(see Table I)

Air Transport Association of America does not have 1950 advertising figures. But from 1951 through 1956—while railroads were expanding passenger advertising about 10% and total advertising about 15%—domestic trunk airlines as a group more than doubled expenditures, from \$15.0 to nearly \$31.7 million. The bulk of these expenditures was for passengers.

Including publicity, the domestic air carriers stepped up combined "advertising" expenditures in the five-year period from \$16.1 to nearly \$34.6 million.

(see Table II)

In both 1950 and 1956 the Central Western group—led by the Union Pacific, Santa Fe and Southern Pacific—accounted for more than one-third of the Class 1 total.

(see Table III)

Note that standings of Union Pacific, Santa Fe, B&O, Southern Pacific and Burlington were unchanged in six years.

Pennsylvania moved down, and was the only member of Top 10 of both years to reduce expenditures.

New York Central and Great Northern moved up.

Two "Pocohontas Region" roads—Chesapeake & Ohio and Norfolk & Western—moved into the Top 10.

The Milwaukee (reducing expenditures from \$804,000 to \$728,000) and the Rock Island (increasing from

Why

## ADVERTISE IN ROANOKE?

No. 6 of a Series

Because

Roanoke's population is largely middle class with **CONSISTENT, SUBSTANTIAL BUYING POWER**

- Steady employment in diversified, growing industries keeps income level high.
- Alert population naturally receptive to new products and ideas, and constantly stimulated by creative journalism.



**Result:** Roanoke is interested in advertising . . . willing and able to buy.

**Roanoke—Your key market in western Virginia**

16 counties...  
a completely  
independent market



is covered exclusively by the

**ROANOKE**  
TIMES AND WORLD NEWS

For full information write Sawyer-Ferguson-Walker Co., National Representatives

**Roanoke Newspapers Now Have Spot Color**

## Give a *Choice* for Christmas

### You choose the price—

Pick your price and we mail gift-greeting folders (inscribed with your name). The choices come back to us and we mail the gifts (again, in your name). Cost includes everything: hand addressing and inscribing; all wrapping, mail, postage and insurance; all taxes and a gift of guaranteed satisfaction.

\$ 4.85  
7.45  
9.80  
12.30  
14.60  
19.45  
24.40  
49.50  
75.00  
100.00

### He'll choose the gift—

The gift-greeting folder holds an 8-page booklet picturing and describing 10 to 14 gifts of the price group you selected. He checks his choice on the postpaid Certif-A-Gift and returns it to us. This freedom to select is half the fun of getting—and the gift is sure to please.

As the original plan of this kind, Certif-A-Gift has exclusive rights to many quality names.

Kodak  
Fostoria  
Sheaffer  
Orrefors  
Fieldcrest  
Taylor  
Longines  
Troy Robes  
Hudson Bay  
Gorham  
Robeson  
Springfield  
Doppelt

the



company

Dept. 1107  
829 Chicago  
Avenue

Evanston,  
Illinois

Shop Early—write  
today for catalog

## IV

40 \$100,000-and-More  
Railroad Advertisers

New England Region		1950	1956
Boston & Maine .....		\$ 204,000	\$ 274,000
New Haven .....		215,000	431,000
Great Lakes Region			
Delaware, Lackawanna & Western .....		124,000	206,000
Erie .....		417,000	427,000
Grand Trunk Western .....		69,000	108,000
New York Central .....		1,340,000	2,286,000
N. Y., Chicago & St. Louis .....		101,000	118,000
Pittsburgh & Lake Erie .....		73,000	118,000
Wabash .....		262,000	422,000
Central Eastern Region			
Baltimore & Ohio .....		1,000,000	1,332,000
Long Island Rail Road .....		84,000	111,000
Pennsylvania .....		1,501,000	1,114,000
Reading .....		108,000	244,000
Western Maryland .....		18,000	107,000
Pocahontas Region			
Chesapeake & Ohio .....		319,000	1,197,000
Norfolk & Western .....		466,000	859,000
Southern Region		1950	1956
Atlantic Coast Line .....		\$ 297,000	\$ 505,000
Central of Georgia .....		69,000	126,000
Illinois Central .....		398,000	653,000
Louisville & Nashville .....		309,000	246,000
Seaboard Air Line .....		254,000	307,000
Southern Railway .....		464,000	492,000
Northwestern Region			
Chicago & North Western .....		418,000	191,000
Chicago, Milwaukee, St. Paul & Pacific .....		804,000	728,000
Great Northern .....		603,000	1,348,000
Minneapolis & St. Louis .....		182,000	26,000
Northern Pacific .....		337,000	851,000
Central Western Region			
Atchison, Topeka & Santa Fe .....		2,355,000	2,773,000
Chicago, Burlington & Quincy .....		554,000	895,000
Chicago, Rock Island & Pacific .....		537,000	554,000
Denver & Rio Grande Western .....		230,000	363,000
Southern Pacific .....		954,000	1,267,000
Union Pacific .....		2,573,000	3,733,000
Western Pacific .....		170,000	346,000
Southwestern Region			
Kansas City Southern .....		130,000	86,000
Missouri-Kansas-Texas .....		255,000	182,000
Missouri Pacific .....		494,000	593,000
St. Louis-San Francisco .....		233,000	386,000
Texas & New Orleans .....		268,000	281,000
Texas & Pacific .....		151,000	195,000

\$537,000 to \$554,000) moved out of the 10.

Among 40 railroads that spent more than \$100,000 for advertising in either or both 1950 and 1956, seven reduced and 33 increased expenditures in this period.

Twenty of the "increasers" did so by 50% or more.

Five doubled: the New Haven, Reading, Great Northern, Northern Pacific and Western Pacific.

One trebled: the Chesapeake & Ohio.

One multiplied sixfold: the Western Maryland.

The seven "reducers" were: the Pennsylvania, Louisville & Nashville, Chicago & North Western, the Milwaukee Road, Minneapolis & St. Louis, Kansas City Southern, and Missouri-Kansas-Texas. Two of these—the North Western and the Minneapolis & St. Louis—cut expenditures more than 50%.

(see Table IV)

But consider—in contrast—the airlines' efforts in the 1951-56 period:

All 12 of the domestic trunk airlines expanded—led by Eastern, with about 180%. Six—American, Braniff, Continental, Delta, National and Northwest—increased expenditures around 150%; United by 120%; Capital by 100%; Western by 90%; TWA by 75%; and Northeast by 26%. With a new route to Miami, Northeast—this year—has become a more vigorous promoter.

(see Table V)

Railway Age lists several ideas from railroad advertising directors for strengthening advertising as a force for railroad growth:

1. Advertising should not be tied to traffic fluctuations, and should not be turned on and off like a spigot.

2. Cooperation between two or more railroads, even in competitive areas, might pay surprising dividends.

3. The purpose of advertising is to help generate sales—or promote public good will. The ad manager can contribute to policy programs.

4. Officers who help fix ad budgets should consider advertising as a long-term investment.

5. A good ad program can supplement public relations, but not replace it, in telling the story of railroad progressiveness. News quickly loses freshness; advertising can repeat a good story often.

6. Individual roads should be more "competitive" in their copy. Most competitive industries rank high with the public.

## Advertising Expenditures by Domestic Trunk Airlines

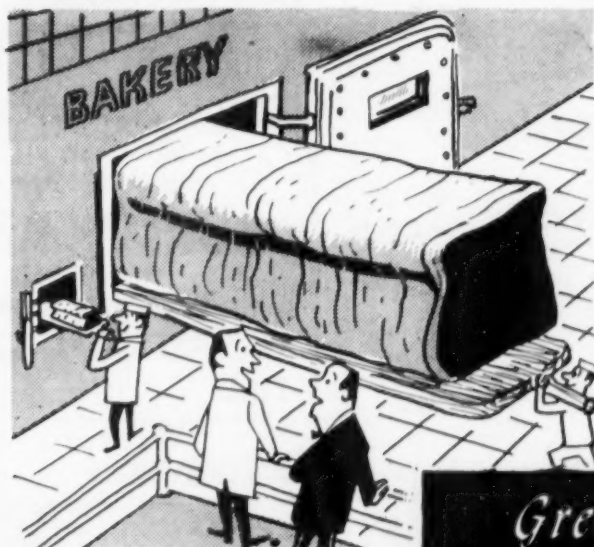
In the following table Colonial appears for the full year 1951 but only for five months of 1956, due to merger with Eastern. Since 1951 Chicago & Southern merged with Delta, and Mid-Continent with Braniff.

"Other advertising" includes salaries, travel and other expenses, schedules and timetables, and promotion.

V Airline	1951			1956		
	Advg. Space (000)	Advg. "Other" (000)	Total Advg. (000)	Advg. Space (000)	Advg. "Other" (000)	Total Advg. (000)
American .....	\$1,563	\$667	\$2,230	\$3,435	\$2,196	\$5,631
Braniff .....	278	150	428	755	349	1,104
Capital .....	1,012	146	1,158	1,485	629	2,114
Colonial .....	55	22	77	43	31	74
				(five months only)		
Continental .....	111	84	195	279	202	481
Delta .....	629	291	920	1,465	447	1,912
Eastern .....	1,030	585	1,615	3,782	712	4,494
National .....	774	138	912	1,328	596	1,924
Northeast .....	117	78	195	128	118	246
Northwest .....	401	256	657	1,125	575	1,700
Trans World .....	1,551	1,732	3,283	2,887	2,971	5,858
United .....	1,100	1,272	2,372	2,978	2,252	5,230
Western .....	274	149	423	612	191	803
Chicago & Southern .....	240	115	355	—	—	—
Mid-Continent .....	148	63	211	—	—	—
Totals .....	9,283	5,748	15,031	20,302	11,269	31,571

—Air Transport Association of America

**"This is the size we use for the Growing Greensboro Market!"**



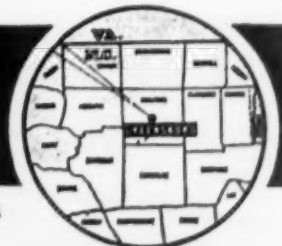
One-sixth of North Carolina's population accounts for one-fifth of the \$3 billion annual retail sales loaf. It's a healthy slice — and the "eaters" are in the enriched 12-county ABC Retail Trading Area of the Greensboro News and Record. Put pep and energy in your sales program with a schedule in the newspaper that has over 100,000 circulation daily — over 400,000 readers daily.

Only medium with dominant coverage in the Greensboro 12 County ABC Market and selling influence in over half of North Carolina!

*Greensboro  
News and Record*

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



Sales Management Figures

# AN MATEO

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **1,989**

**NEWSWEEK** CIRCULATION **601**

**U. S. NEWS & WORLD REPORT** CIRCULATION **657**

Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

# GREENWICH

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **1,061**

**NEWSWEEK** CIRCULATION **481**

**U. S. NEWS & WORLD REPORT** CIRCULATION **347**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

# WINNETKA

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **1,340**

**NEWSWEEK** CIRCULATION **454**

**U. S. NEWS & WORLD REPORT** CIRCULATION **540**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

# CLAYTON

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **1,311**

**NEWSWEEK** CIRCULATION **575**

**U. S. NEWS & WORLD REPORT** CIRCULATION **409**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

# HIGHLAND PARK

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **1,196**

**NEWSWEEK** CIRCULATION **361**

**U. S. NEWS & WORLD REPORT** CIRCULATION **415**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

# BURLINGAME

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **961**

**NEWSWEEK** CIRCULATION **306**

**U. S. NEWS & WORLD REPORT** CIRCULATION **354**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

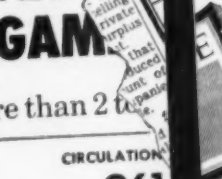
# SEWING

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **1,340**

**NEWSWEEK** CIRCULATION **454**

**U. S. NEWS & WORLD REPORT** CIRCULATION **540**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

ship and a democracy. The Russian Government nationally sponsored tel-... but also because...

# Another executive residential area **GROSSE POINTE** MICH.

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **1,348**

**NEWSWEEK** CIRCULATION **587**

**U. S. NEWS & WORLD REPORT** CIRCULATION **440**

**TIME**

Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

# Another executive residential area **SWARTHMORE** PA.

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **716**

**NEWSWEEK** CIRCULATION **166**

**U. S. NEWS & WORLD REPORT** CIRCULATION **133**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

# Another executive residential area **LARCHMONT** N.Y.

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **716**

**NEWSWEEK** CIRCULATION **166**

**U. S. NEWS & WORLD REPORT** CIRCULATION **133**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

# Another executive residential area **BRONXVILLE** N.Y.

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **1,362**

**NEWSWEEK** CIRCULATION **359**

**U. S. NEWS & WORLD REPORT** CIRCULATION **451**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

# Another executive residential area **DARIEN** CONN.

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **695**

**NEWSWEEK** CIRCULATION **150**

**U. S. NEWS & WORLD REPORT** CIRCULATION **188**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

# Another executive residential area **BEVERLY HILL** CALIF.

Takes TIME more than 2 to 1!

**TIME** CIRCULATION **3,300**

**NEWSWEEK** CIRCULATION **1,000**

**U. S. NEWS & WORLD REPORT** CIRCULATION **1,200**



Where executives live, TIME gives you more concentrated coverage than NEWSWEEK and U. S. NEWS combined

Includes 14% credit of \$83,032. Associated in the underwriting

# How we select Clients

The fact is often overlooked that agencies *do* select clients. They appraise the desirability of prospective accounts just as clients appraise agencies.

But there is a great difference between agencies in the *realism* with which they appraise prospective accounts, and their ability to serve those accounts.

We ask ourselves two basic questions:

*First: Can we honestly consider ourselves equipped to do a good job for this client?* Of course we have the physical facilities, the departmental functions. But do we have effective knowledge of his field of marketing?

On several occasions we have been offered accounts in fields completely foreign to us. We have declined them—because to accept would have been not only unfair to the client, but damaging to our own reputation in the long run.

There are other fields in which we have no clients, but in which we have (in our people) a considerable breadth and depth of successful experience. We actively look for accounts in those fields.

*Second—we ask ourselves; in evaluating a prospect:*

*Do we and they play by the same rules?*

Do we see eye-to-eye with them on the ethics of doing business, for instance? On our mutual responsibility to the customer? On the power of advertising as a profit-making tool, and on its limitations? On the role of an agency as a full partner, rather than as a mere supplier of words and pictures on order?

If we can answer both the first and second question favorably, *we know that here is an opportunity to build an agency-client partnership that can grow more productive to both parties with each year of working together.*



We have followed this policy of client appraisal (and self-appraisal) since our beginning.

A few of our clients have been with us a relatively short time, and we hope we will never stop adding new ones. The great majority we have served anywhere from five to twenty-five years. One has been with us almost forty years. It's the first account we ever "selected".

Marsteller, Rickard,  
Gebhardt and Reed, Inc.

A D V E R T I S I N G

CHICAGO • PITTSBURGH • NEW YORK  
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.  
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

SALES MANAGEMENT

# Pipe What's Happening to Organ Sales!

- Who's that brash newcomer treading on Hammond's heels? ➔
- Why did Hammond put organs in Edsel showrooms, Safeway markets?
- What sales chiefs are daring people to laugh when they sit down to the console?



If The Lost Chord of organ sales has been found, organ manufacturers undoubtedly located it on an electronic organ. For at war's end, the organ business—except for huge costly installations in churches, theaters, institutions and millionaires' homes—had hit a cipher. But in the past four years, electronic organ sales have more than tripled.

What happened? Smart promotion mostly. Promotion coupled with ingenious new products that take up a minimum of space, are attractive to look at—and comparatively easy to play. And organ manufacturers, after years of languishing in a semi-comatose state, are wide awake to the sales potentialities of their 20th Century products. The Baldwin Piano Co., for instance, boosts its organs with such promotional gimmicks as monthly organ playing parties in its New York City showrooms. Anyone who has come to Baldwin "just looking" or in any way showing any interest in an organ, is invited and Baldwin salesmen are adept at getting the lookers' names.

Today even busy sales executives, many of whom had never touched an organ until recently, have joined the party. Such sales luminaries as Gene Flack, sales counsel and director of advertising, Sunshine Biscuits, Inc., and Fen K. Doscher, v-p marketing, Lily-Tulip Cup Corp., amuse and amaze themselves and their guests with impromptu concerts on their new Hammond Chord Organs. Fred G. Hurlburd, advertising and sales manager of Chicago's Victor Adding Machine Co., who is a camera enthusiast, builds his picture slides into sequence and provides his own organ concert as background. Even the current Miss America lists organ playing as one of her accomplishments.

Strangely enough, the biggest of

the organ makers, Hammond Organ Co., that produced the first successful non-pipe organ back in 1935, does not produce an electronic organ. Hammond concentrates on *electric* organs, and its new Chord Organ is a hot product. Retailing at \$975 and taking up no more space than a good sized packing box, this organ is steadily pushing up Hammond's sales volume. Last year, the company's sales were a healthy \$23 million. In 1947, sales were only \$5.5 million.

## Fun for All

Undoubtedly Baldwin's advertising helps Hammond sell organs, and Hammond's advertising helps Thomas. All of them are stressing the *fun* organs offer. Of course, each manufacturer stresses the advantages his product possesses, but each has indicated the deep sonorous tones of an organ are restful, pleasant, and that such charms-to-soothe-the-savage-beast cost less than the reader might imagine.

And out on the West Coast, a newcomer, quick on his feet and wily is giving all the old guard plenty of sass. This is Thomas Organ Co., a division of Pacific Mercury Corp. This young company brags that it is the second largest in the organ business. Its Studio Model sells for just under \$600. For a company that presented—at the National Association of Music Merchants Convention—its first model in 1955, this is some going. Thomas loves to thumb its nose, in its advertising, at its competitors. One of the recent ads runs like this: "1955—They said: 'You can't produce a fine home organ to sell for \$695. It's impossible to build a quality instrument for such a low price'. Thousands of families are now enjoying Model G Thomas Organs.

Dealers everywhere are adding new profits." ▲ (Above is the Thomas.)

What is the electronic organ doing to piano sales? No doubt it is cutting into them. But how badly? A recent survey by *Piano And Organ Review*, conducted among piano dealers located in every state of the union, brought forth some sobering facts: 90% of respondents handle electronic organs, of the remaining 10%, 3% are contemplating handling them. Organ sales on the average are two-thirds of the total of piano sales. Some 40% of responding dealers have said that they kept separate organ departments. Of the 60% who do not, 20% admit that piano sales sometimes do suffer because of organ sales. But a majority of respondents said they use special methods for selling both organs and pianos. Many dealers are attempting to boost their piano business by going into a rental sideline. But just as many are selling organs by providing organ lessons to purchasers.

And 70% said their business had been more profitable since they installed an organ department. Now for the \$64 question: "What was the percentage of increase in organ sales and piano sales for 1956 over 1955?" The answer should give piano manufacturers pause: Respondents said organ sales increased 55% more than piano sales, and in some instances as high as 90%!

One dealer added that "organ sales have continued to increase and public acceptance and interest is increasing rapidly. I don't believe that any of us could exist today with pianos alone as we have done in the past."

Carleton Chace, *Piano and Organ Review's* editor, thinks the piano's place in America's affections is safe but the organ is certainly competition.

And the answer to all this comes

Ads successful, client  
increases space, reports...

## SPARROW ADVERTISING AGENCY

Established 1911

EMLEY BUILDING  
BIRMINGHAM 3, ALABAMA

PAUL A. SMITH  
President/President  
J. MARTIN SMITH  
Executive Vice President  
FRANK S. GREEN  
Vice President  
EDWARD M. CRAWFORD  
Secretary

July 15, 1957

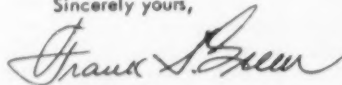
Mr. T. E. Callis  
Advertising Director  
The Wall Street Journal  
44 Broad Street  
New York 4, N. Y.

Dear Mr. Callis:

We are happy to notify you that our client, Continental Gin Company (Industrial Division) is revising its advertising plans to schedule 280-line advertisements on a monthly basis in both your Eastern and Midwestern Editions. These insertions will supplant the smaller 63-line advertisements they have run for some time.

You may be interested to know that the effectiveness of the smaller advertisements was a decisive factor in the revision of plans that are now resulting in larger units of space.

Sincerely yours,



Frank S. Green  
SPARROW ADVERTISING AGENCY

FSG:AG

## IF YOU BUY SPACE ON THE BASIS OF RESULTS—

Is America's dynamic sales-producing publication on *your* media list? Satisfied advertisers all over the country are thanking their agencies for proposing The Wall Street Journal as the backbone of their sales promotion campaigns. The Journal gets your message to the men who look for new ideas, products and services. With a keen interest in what you offer, and ample means to buy it, The Journal reader is a top prospect. Put him at the head of your "call" list by putting The Journal at the head of your media list. When you advertise in The Wall Street Journal, something *really* happens!

**CIRCULATION: 488,156**

**THE WALL STREET JOURNAL**

published at:

NEW YORK, 44 Broad St. and WASHINGTON, 1015 14th St., N. W. • CHICAGO, 711 W. Monroe St.

DALLAS, 911 Young St. • SAN FRANCISCO, 1540 Market St.

full-cycle to promotion, promotion, promotion. When Ford Motor Co. recently introduced its new Edsel, Hammond offered each of the dealers (assumed to be 1,200) one of its organs, and an organist for showroom entertainment. Hammond jealously guards sales figures and cloaks its promotional activities in as much secrecy as possible to protect itself from competitors. But conservative estimates indicate that at least 300 of the Edsel dealers took Hammond up on the offer. Hammond supplied organs and organists from its showrooms.

H. C. Lembke, sales manager for Hammond, commenting on the promotion, had this to say: "Nobody needs an organ." Hammond's aim obviously is to convince people that an organ will give them more than their money's worth in pleasure. (Lembke added that one Edsel dealer, who certainly didn't need an organ, ended up buying a concert model after listening to the Hammond in his showroom during the week of Edsel's introduction!)

That same Hammond outlet sold \$10,000 worth of organs through the Edsel promotion, and it is safe to say that Hammond moved plenty of organs to plenty of people, who normally would not have bought them but did because they strolled into a showroom to see a new car.

Hammond also puts its instruments in Safeway Supermarkets and provides soothing music for cart pushers. It's all part of what Lembke calls Hammond's "creative selling."

This fall, Thomas is spending \$1 million in an advertising campaign. That's an awful lot of money to spend for organs and 10 years ago any organ manufacturer would have scoffed at the idea.

### First on "Big Board"

And in July, Hammond, the state-ly dowager of the organ manufacturers, became the first musical instrument manufacturer admitted to the "Big Board"—The New York Stock Exchange. It listed 1,523,216 shares of one dollar par value. Hammond, in its 30-year history, pioneered in both the electric clock and electric organ industries. It produced its first organ in 1935 and today, although it sells its products to churches and institutions, the company looks to the home as its biggest sales potential.

And so organs have come a long, long way from "the mighty Wur-litzer" that used to rise so impressively from the stages of America's largest theaters. Today's organ is becoming as ubiquitous as picture windows.

The End

SALES MANAGEMENT

## NEW BOOKS FOR MARKETING MEN

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

**Business Letters That Turn Inquiries into Sales.** By Ferd Nauheim. Published by Prentice-Hall, Inc., 70 Fifth Ave., New York 11, N.Y. Price, \$4.95.

Picture the people you're writing to, write your letter as you'd be written to and you're already on your way to winning friends (and customers) with sales letters. The author of this book thinks business letters must be creative; that you can—and should—say "no" with a smile, and that there's a proper way to handle a delicate situation with a letter. He provides letters for such situations as the order that never arrived; the order that arrived but was the wrong order, and getting off the hook when you're out of cash but need the merchandise you've ordered.

**Successful Selling Strategies.** By Charles L. Lapp. Published by McGraw-Hill Publishing Co., Inc., 330 W. 42nd St., New York 36, N.Y. Price, \$4.95.

Dr. Lapp (of Washington University) has correlated the findings of a 10-year survey of 15,000 buyers' reactions to salesmen and selling techniques and the results are the basis of this book. The book is intended for sales managers in the "industrial, intangible and retail selling fields." But it is also a manual of sales

techniques for day-to-day use. The "do's" and "don't's" of contemporary selling are explained in a graphic style. Among the glib phrases that too many salesmen use to the annoyance of the prospective buyer are these: "Others can't compare"; "If I were you, I would . . ."; "You can't go wrong on this item." And Dr. Lapp lists many of what he calls "clanging clichés." You'll recognize these: "This is your last chance"; "Now here's a terrific little item"; "Is your order going to be bigger this time?"

**Motivation in Advertising.** By Pierre Martineau. Published by McGraw-Hill Book Co., Inc. Price, \$5.50.

Pierre Martineau should know of what he speaks—and writes: He's director of the research and marketing department of the *Chicago Tribune*. And his book delves deep into a misunderstood subject—the purpose and the methods of modern advertising. Today we know that motivation is the primary force in moving goods and services. And the author shows you how to use motivation research in your own sales and advertising plans. The studies on which the book was based are fresh and new for they were done for private use.

**How to Predict What People Will Buy?** By Louis Cheskin. Published by Liveright Publishing Corp., 386 Fourth Ave., New York 16, N.Y. Price, \$5.00.

Here's another study on motivation. It covers the subject from another direction than Mr. Martineau's—emphasis here is often on color and the part it plays in the buyer's choice. For Mr. Cheskin is director of Color Research Institute. He tells, for instance, of the tests used in determining the colors and in developing the packages of Lux Toilet Soap, and how Marlboro cigarettes decided on its much-publicized package.

**Sales and Marketing Management.** By Lewis K. Johnson. Published by Allyn and Bacon, Inc., 41 Mt. Vernon St., Boston 8, Mass. Price, \$6.95.

The author is Professor of Commerce at Washington and Lee University. His book is a primer on sales and marketing management, intended for college classes and for the salesman or sales manager who wants a good, solid grounding in the subject. Its language is clear and unpretentious and the subject matter is covered in workmanlike style.

**The Greatest Opportunity in the World—Selling.** By Merle Thorpe. Published by Hawthorn Books, Inc., 70 Fifth Ave., New York 11, N.Y. Price \$2.95.

Before his death recently, Merle Thorpe was director of business development for Cities Service Co., and had previously been for many years editor of *Nation's Business*. He wrote of selling with love and with respect. He believed that salesmen were made and not born and his enthusiastic treatise on the subject, in this book, tells how to make yourself a better salesman.

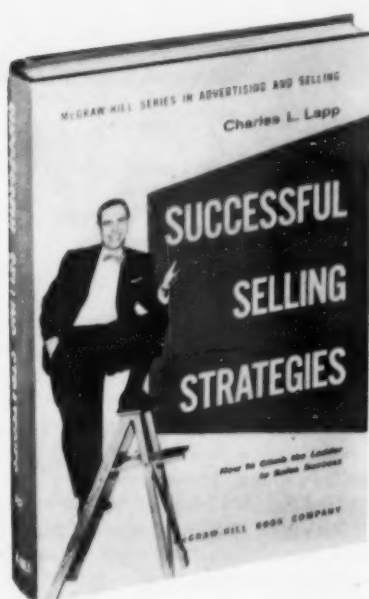
## WHEN IS A LEAD NOT A LEAD?

Many an inquiry has no more future than a china egg. The pay-off is in conversion to sales. When you advertise in The Wall Street Journal, you'll get inquiries that have life to them, because they come from the most active, doing-est, buying-est audience ever assembled by one daily publication.

No matter what your industry is, chances are Wall Street Journal readers use more of those products than anybody else. They're with the companies that make construction news, set the pace for new processes, pioneer with new systems, trailblaze with new procedures. And when they read your ad, it can be the prelude to the biggest sale you've ever made.

Oddly enough, despite the better calibre of Journal inquiries, The Journal usually produces *more* of them, too. More than one testimonial has come from a Journal advertiser whose records show that The Journal wasn't only low in cost per inquiry . . . but actually produced *more* inquiries . . . and to top it off, produced more conversions.

Sound like what you're looking for? Why not check into all The Journal advantages? Call, write or visit a Journal advertising sales office. (See opposite page).



# To reach all the business market, Wood Office



## Action in Business results when you advertise in

To help create a favorable climate for sales, the Wood Office Furniture Institute looked for the business magazine which does the best job of reaching the men who can make decisions. They wanted their primary campaign to influence owners, presidents, partners, policymaking officers—men whose offices must reflect their personal prestige.

They chose Nation's Business because of both the size and quality of its circulation.

Of its 779,000 subscribers, 550,000 are owners, partners or presidents. In 98 of the 100 largest manu-

facturing corporations ranked by total assets, 49% of corporate executives are Nation's Business subscribers. And Nation's Business has 5256 subscribers in 31 of the 33 companies whose sales exceed one billion dollars annually.

This is the magazine read by top men in every type of business all over the United States—in manufacturing, banking, retailing and wholesaling, construction, transportation.

Many magazines are edited for "management men." Nation's Business is edited for the men who

con-  
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Am

## Furniture Institute advertises in Nation's Business

### Members of the Wood Office Furniture Institute

Alma Desk Company	Jasper Desk Company
Boling Chair Company	Jasper Office Furniture Company
Gregson Manufacturing Company	Jasper Seating Company
Hoosier Desk Company	The Leopold Company
Imperial Desk Company	The B. L. Marble Chair Company
Indiana Chair Company	Myrtle Desk Company
Indiana Desk Company	The Taylor Chair Company
Jasper Chair Company	Thomas Furniture Company

### Associate Members:

Art Woodwork, Ltd.  
Biltrite Furniture Manufacturing Inc.  
Canadian Office Furniture & School Furniture, Ltd.  
Standard Desk Manufacturers, Ltd.  
Henderson Furniture, Ltd.  
Wood Office Furniture Institute's  
advertising agency is  
Henry J. Kaufman Associates

# Nation's Business

control the pursestrings—the business owners. That helps explain why it is such a productive medium for sellers of products, services and ideas to businessmen . . . why its advertising revenue for the first quarter of 1957 was the largest for any in the entire history of the magazine . . . why lineage for the first nine months of 1957 is up 16.5% over the same period last year . . . and why September is the 21st consecutive issue to show a lineage increase. *Action in business* results when you advertise to the men who own America's business . . . in Nation's Business.

### Nation's Business

**779,902 PAID CIRCULATION (A.B.C.),** including 75,154 executives of business-members of the National Chamber of Commerce and 704,586 businessmen who have personal subscriptions.

**ADVERTISING  
HEADQUARTERS:  
711 THIRD AVENUE  
AT 44th STREET  
NEW YORK 17, N.Y.**

Washington, Chicago,  
Philadelphia, Cleveland, Detroit,  
San Francisco

# FUTURE SALES RATINGS BOARD

## Sales Outlook in 112 Major Industries

### FOR THE SHORT PULL (OCT.-DEC.)

**Decreased Ratings**

Aircraft sales	Oil Equipment
Furs	Railroad Equipment
Glass & materials	Railroads
Gov't procurement	Security Financing
Installment financing	Steel & iron
Luggage	Travel overseas
Machine tools	Trucks

### Increased Ratings

Building (residential)
Hardware
Laundries
Oil burners
Plumbing & heating
Silk textiles

### Unchanged 94 Industries see ratings→

### FOR THE LONGER HAUL (ALL OF 1958)

Aircraft sales	Railroad equipment
Furs	Railroads
Glass & materials	Security financing
Gov't procurement	Steel & iron
Installment financing	Travel overseas
Luggage	Trucks
Machine tools	

Building (residential)
Hardware
Laundries
Oil burners
Plumbing & heating

### Unchanged 92 Industries see ratings→

## Businessmen's Big "Ifs" on Sales

By PETER B. B. ANDREWS, Consulting Economist

A total of retail sales in the fourth quarter topping all previous records for the quarter is visualized by the Board of Analysts of Future Sales Ratings, despite the prevalence of pessimism among some businessmen. Even though a high record was established in the fourth quarter last year the Board's consensus indicates a potential sales gain of 4% in the final three months of this year.

Reflecting preponderant confidence, the majority of the 112 industries listed on the opposite page have ratings of four stars or better (a very good relative outlook). The autumn consensus in re-analyzing these industries' sales potentials for the fourth quarter of 1957 and beyond by this 304-man group of economists, statisticians and marketing men shows for the fourth quarter of 1957 decreased ratings for 14 industries and increased ratings for 6. For the 12 months ahead, the consensus brings increased

ratings for 5 and decreased ratings for 13. It must be thoroughly understood in this connection that a pessimistic interpretation must not be placed on these decreases, since they largely reflect the rising comparative base of sales, making heavy gains in sales comparisons of 1957 vs. 1956 more difficult.

**Bases for high ratings . . .** While Federal Reserve Board moves in tightening interest rates are avowedly deflationary, it is felt that the Government will not let a basic deflation get under way and a desirable objective will be gained if spiraling inflation can be prevented.

It must be realized, too, that firming of money rates also reflects trade demands for funds, indicating a fundamentally favorable business situation.

Reserve Board action may have

obviated some plant and equipment expenditure plans, but many firms continue to plan higher capital expenditures and despite worries over high labor costs and the growing profit squeeze, many expect improved profits in the months ahead.

Exceptional stimulus to the economy in months ahead will continue from local, state and Federal projects such as the essential building of schools, libraries, churches, hospitals, municipal buildings, sanitation systems, recreational facilities and other needs which mirror the pressures of a dynamically expanding population.

Total construction contracts in the first half of 1957 were \$17 billion, with the heavy engineering category at \$4.5 billion or 21% ahead of the first half of 1956 and non-residential building at \$6 billion, up 5% over 1956. Homebuilding is down substantially, but in a move to spur this lagging industry the Government

# FUTURE SALES RATINGS . . . for Oct. 1957

In the 112 industry table below, the sales prospect rating has just been raised when the arrow ↑ next to the ★ points up. The arrow ↓ pointing down means the rating has just been decreased. All other ratings are unchanged from the previous quarter.

## How to Read the Table:

## Key to Relative Size Ratings

(By Industry sales volume)

- A—\$10 Billion and Over
- B—\$7 Billion to \$10 Billion
- C—\$4 Billion to \$7 Billion
- D—\$2 Billion to \$4 Billion
- E—\$1 Billion to \$2 Billion
- F—One-Half Billion to \$1 Billion
- G—Under a Half-Billion Dollars

## Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	A	★★★★★	★★★★★	Luggage	G	★★★	★★
Air Conditioning	★★★★★	★★★★★	★★★★★	Lumber & Wood Products	A	★★★★	★★★★
Air Transportation	★★★★★	★★★★★	★★★★★	Machine Tools	F	★★★	★★★★
Aircraft Sales	E	★★★★	★★★★	Machinery (Agric.)	E	★★★★★	★★★★★
Atomic Energy	G	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★	★★★★
Auto Sales (New)	A	★★★★	★★★★	Materials Handling	D	★★★★	★★★★
Auto Sales (Used)	E	★★★★	★★★★	Meals	C	★★★★	★★★★
Auto Service & Parts	B	★★★★★	★★★★★	Medical and Dental Care	C	★★★★	★★★★
Auto Tires	E	★★★★	★★★★	Metal Containers	E	★★★★	★★★★
Baking	D	★★★★	★★★★	Metals (Non-Ferrous)	C	★★★	★★★★
Banks (Revenue)	E	★★★★★	★★★★★	Motion Pictures	E	★★★★	★★★★
Beer	C	★★★	★★★	Musical Instruments	G	★★★★	★★★★
Building (Heavy)	C	★★★★	★★★★	Office Equipment	C	★★★★	★★★★
Building (Residential)	E	★★★★	★★★★	Oil Burners	E	★★★★	★★★★
Candy & Chewing Gum	E	★★★★	★★★★	Oil (Cooking)	G	★★★★	★★★★
Canned Fruits & Vgs.	E	★★★★	★★★★	Oil Equipment	D	★★★★	★★★★
Cereals	G	★★★★	★★★★	Packaging & Containers	E	★★★★	★★★★
Chemicals	A	★★★★	★★★★	Paint	E	★★★★	★★★★
Cigarettes	C	★★★	★★★	Paper & Products	C	★★★★	★★★★
Cigars	G	★★★	★★★	Personal Care	D	★★★★	★★★★
Clothing (Men's, Women's & Children's)	A	★★★★	★★★★	Photographic Supplies	G	★★★★	★★★★
Coal (Anthracite)	F	★	★	Plastics	E	★★★★	★★★★
Coal (Bituminous)	D	★★★★	★★★★	Plumbing & Heating	C	★★★★	★★★★
Coin Machine Sales	E	★★★★	★★★★	Printing & Publishing Equip.	F	★★★★	★★★★
Commercial Printing	E	★★★★	★★★★	Radios	F	★★★★	★★★★
Cosmetics	E	★★★★	★★★★	Railroad Equipment	D	★★★★	★★★★
Cotton Textiles	A	★★★★	★★★★	Railroads	B	★★★★	★★★★
Dairy Products	D	★★★★	★★★★	Refrigerators	E	★★★★	★★★★
Department Stores	A	★★★★	★★★★	Restaurants & Bars	A	★★★★	★★★★
Diesel Engines	G	★★★★	★★★★	Restaurant Equipment	E	★★★★	★★★★
Dinnerware	E	★★★	★★★	Rubber Products	D	★★★★	★★★★
Drugs & Medicines	C	★★★★	★★★★	Security Financing	F	★★★★	★★★★
Dry Cleaning	E	★★★★	★★★★	Shipbuilding	F	★★★★	★★★★
Education	F	★★★★	★★★★	Shoes	C	★★★★	★★★★
Electrical Eq. (Industrial)	C	★★★★	★★★★	Silk Textiles	G	★★★★	★★★★
Electrical Eq. (Consumer)	D	★★★★	★★★★	Silverware	G	★★★★	★★★★
Exports	A	★★★★	★★★★	Soap	E	★★★★	★★★★
Farming	A	★★★★	★★★★	Soft Drinks	F	★★★★	★★★★
Flour	D	★★★	★★★	Sports & Sporting Goods	C	★★★★	★★★★
Food Processing	A	★★★★	★★★★	Steel & Iron	A	★★★★	★★★★
Furs	G	★★	★★	Sugar	E	★★★★	★★★★
Gasoline & Oil	E	★★★	★★★	Surgical Equipment	G	★★★★	★★★★
Glass & Materials	E	★★★	★★★	Synthetic Textiles	E	★★★★	★★★★
Government Procurement	A	★★★★	★★★★	Television	E	★★★★	★★★★
Groceries	A	★★★★	★★★★	Toothpaste & Mouthwashes	G	★★★★	★★★★
Hardware	D	★★★★	★★★★	Toys & Games	E	★★★★	★★★★
Hotels	D	★★★★	★★★★	Trailers (Auto)	G	★★★★	★★★★
House Furnishings, Floor Coverings, Furniture, etc.	B	★★★★	★★★★	Travel & Vacations	A	★★★★	★★★★
Household Products (Misc.)	C	★★★★	★★★★	Travel Overseas	D	★★★	★★★★
Imports	C	★★★★	★★★★	Trucks	D	★★	★★★★
Instalment Financing	C	★★★	★★★	Utilities	C	★★★★	★★★★
Insurance	A	★★★★	★★★★	Utilities (Gas)	D	★★★★	★★★★
Jewelry & Watches	E	★★★★	★★★★	Utilities (Telegraph)	G	★★	★★
Laundries	F	★★★★	★★★★	Utilities (Telephone)	C	★★★★	★★★★
Liquor (Alcoholic)	C	★★★★	★★★★	Vacuum Cleaners	G	★★	★★★★
				Washers (Household)	F	★★★	★★★★
				Woolens & Worsteds	D	★★★★	★★★★

Note: Future Sales Ratings are especially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

dropped minimum down payments virtually insuring recovery.

Aiding the important basic industry of homebuilding, too, are indications that the decline in the rate of new family formation has been reversed. Though many of the new families are not immediate home buying prospects, the upturn in their formations provides a foundation for future strength. From 1947 to 1950 the average annual increase in new households in the U. S. was more than 1.5 million. From 1950 to 1953 it was 900,000 and from 1953 to 1956 only 840,000, with an upswing again under way and likely to gain momentum as the huge crop of World War II youngsters become adults.

More people are gainfully employed—over 67 million—than ever before. This compares with 66,174,000 last year at this time and an average of 61,238,000 in 1954 and 45,750,000 in 1939. Weekly wages, moreover, are at a new peak. Average weekly earnings in manufacturing exceed \$83, compared with \$82.21 at this time last year, and an average of \$71.86 in 1954 and \$23.86 in 1939.

### More Money to Spend

Wages, furthermore, are likely to advance further, though less rapidly, and disposable personal income should receive an extra fillip from tax reductions which are expected in 1958. Disposable personal income now is running at the record high annual rate over \$302 billion, compared with \$288.8 billion at this time last year, \$287.2 average for 1956, \$254.5 in 1954 and \$70.4 in 1939.

Prosperity, moreover, has spread out in this country, with about half of all families getting more than \$5,000 annually. Not only are disposable earnings high, but quick-asset position in the aggregate is close to a record. Individuals in the U. S. own more than \$450 billion of such financial assets as cash, bank deposits, savings and loan shares, insurance and Government securities. In addition they own over \$300 billion of corporate bonds and stocks, compared with individual mortgage and consumer debt of under \$150 billion.

Even though retail sales have been at new highs, savings also have been large, running in 1957 at around \$20 billion—an unnecessarily large figure in the view of some economists. Increased promotional activity—large advertising expenditures, greater sales staffs, are well merited to drain away some of this excess reserve.

Personal consumption expenditures are running more than \$10 billion above the high \$268.6 billion of the

third quarter of 1956. The present approximate \$280 billion record-high spending total also compares with \$236.6 billion in 1954 and \$67.6 billion in 1939.

Gross national product—the country's total spending for all goods and services—has boomed up to a new high near a present annual rate of \$437 billion, compared with \$417 billion in the third quarter of 1956, \$361.2 billion in 1954 and \$91.1 billion in 1939. Individual spending for services has taken a larger jump than usual, with further advances indicated.

Corporations, too, reflect the prosperity with a record-breaking working capital position. Net working capital of all U. S. corporations approximates \$110 billion, compared with \$103.4 billion a year ago, \$95 billion in 1954 and \$30 billion in 1939. This shows excellent ability to finance new products and experiments, new plants and equipment and to finance advertising and other promotion to spread these products through the American consumer channels and raise the standard of living further.

Living standards are aided and a potential downdraft of the business cycle resisted by further growth of the newer industries such as plastics, air lines, natural gas, jet and missile aircraft, materials handling, electronics, super fuels, air conditioning and frozen foods. Long term planning by many companies tends also to make business less sensitive to short run changes in trade trends.

### Birthrate Booming

The basic market of people continues to expand impressively. Birth rate remains about 4 million annually, as against an average of 2½ million in the thirties. This means many more schools, more churches, more utilities, more streets, more houses. It means more demand for food, clothing, and equipment. It requires an expansion of productive facilities of all kinds.

Improvement in farm income also is helping the general business trend. Farm equipment sales are the best in some years and prospects are bright, inasmuch as more food is required by rising population and replacement needs of farm machinery are great.

A decline in the rate of inventory buildup by businessmen has come at a time when consumer incomes and spending have been rising—a fundamentally healthy situation. Based on the inventory component of gross national product, total nonfarm business stocks on hand rose at an annual

rate of less than \$1 billion in the first six months of 1957, compared with more than \$5 billion in the comparable period of 1956.

On the other side of the scale, bases for pessimism include:

The Reserve Board's "engineered deflation," with money rate squeezes progressively rising, is scaring some businessmen. While it is designed to stop inflation it is also stopping some plant and equipment expansion and forward business planning.

Prices must come down, the Reserve Board indicates, even at the expense of profits, and indications are that the policy of credit restrictions will continue severe for some time. Some businessmen fear possible excess price reduction with corresponding erosion of inventory values and future commitments.

Continued rise in labor costs, high price of operating materials and high taxes push toward either higher prices for the consumer or painful squeezes of profit margins.

Since the start of the year overall industrial production has shown no increase. Manufacturers' shipments as a whole have been somewhat higher than incoming orders; unfilled orders have been slowly tapering off.

Though the rate of growth in consumer debt has decelerated, this debt is considered excessive by some economists who foresee difficulty in meeting these obligations in any business letdown. It is recognized, however, that much of the big three-year debt piled up in 1955 will soon be paid off and that these people will be in the market for replacement of durable goods and other goods with their refreshed buying power.

Industrial plant capacity is at an all-time peak and scheduled to rise sharply further while imports are rising, making for a situation, in the views of some analysts, of over expansion and too many goods to sell.

### Why Ratings Rose . . .

#### Building (Residential):

Lower down payments on home buying legislated by the Government will stimulate residential building at a time when household formations have resumed an uptrend—making a favorable base for higher activity in this backbone industry of the economy. Rise of one star in near and long term ratings make them three and four stars respectively.

#### Hardware:

Prospective improvement in resi-

dential construction, a continued boom in commercial and industrial construction and high interest in home renovation and rehabilitation with accompanying hobby activities bring an increase of one star each in new and long term ratings—to five stars each.

#### Insurance:

Greater promotion and sales activity of newer, appealing insurance policies throughout the life, casualty and related fields, and the market's high purchasing power, make for a one star advance in the near term rating to five stars.

#### Laundries:

As public prosperity broadens, tendency to spend more for services has grown. Equipment modernizing by laundries, increased, more ingenious, advertising and selling by laundries raise near and long term ratings one star each—to four stars.

#### Oil Burners:

#### Plumbing & Heating:

Prospective rise in new home building as well as an increase in renovation of older homes is expected to broaden the sales potentials of plumbing, oilheating and gasheating equipment. Up one star in both the near and long term ratings of each of these industries results in four star ratings for each.

#### Silk Textiles:

Improved demand for silk as a quality material in upper price brackets for neckties, scarves, etc., is likely to increase, even though proportion of the total textile market is small. Near term rating is raised one star—to three stars.

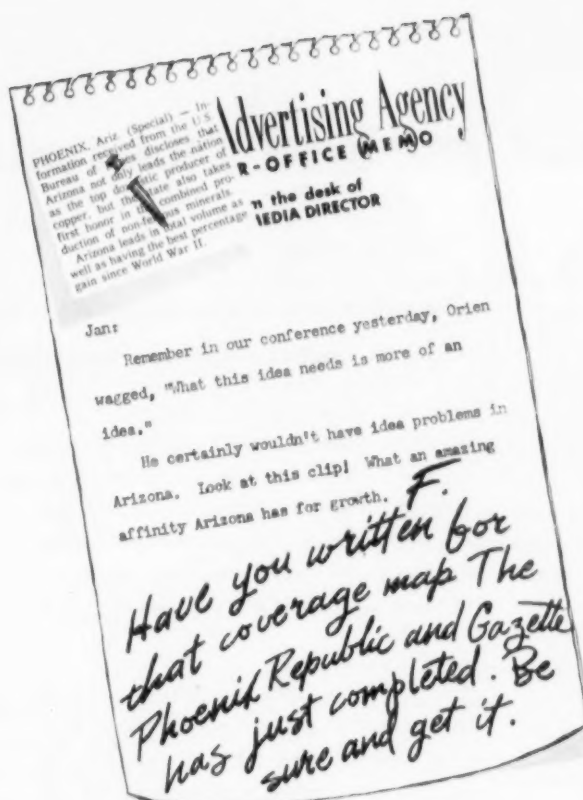
#### Why Ratings Decreased:

Lower ratings are shown by the down-pointing arrows on the tabulation page of Future Sales Ratings. These include: aircraft sales, furs, glass and materials, government procurement, installment financing, luggage, machine tools, oil equipment, railroad equipment, railroads, security financing, steel and iron, travel overseas, and trucks.

These reductions are explainable uniformly in each instance and are not to be interpreted as pessimistic; they largely reflect the rising comparative base of sales in the past, making great gains in sales comparisons in months ahead more difficult against the comparable base of the preceding year.

The End

OCTOBER 4, 1957



The State Journal Is

# Number 3 In Michigan

In Total Advertising Linage\*

Retail and General  
Advertisers Stay With  
The Medium That  
Proves Itself.



\*E & P Annual Report 3/16/57

**LANSING**  
**MICHIGAN**

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**THE STATE JOURNAL**

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REPRESENTED NATIONALLY BY  
SAWYER-FERGUSON-WALKER COMPANY

# What makes CONSTRUCTION EQUIPMENT

## That's easy

**Construction Equipment is the only magazine in the field that is published for the man who buys, and nobody else**

In every construction organization, large or small, somebody has to decide what equipment and materials to buy. No matter what his title, no matter what other duties he may have, this man—or group of men—decides what is needed, and *buys* it.

Thousands of these men in all kinds of construction have to make the right decisions or profits go down the drain. They've got to know what machines speed the work and keep costs down in each type of job. They must know the best materials that will fulfill each job requirement, without waste or undue cost.

**CONSTRUCTION EQUIPMENT**  
is edited for these buyers,  
and for them only

Typical of our concentration on help for buyers are CONSTRUCTION EQUIPMENT's how-to-buy case studies of successful firms. They provide step-by-step methods as to purchasing procedures, equipment financing, tax amortization, product value analysis.

In CONSTRUCTION EQUIPMENT job performance information is specially slanted to the buyer's interest; shows specifically how a piece of equipment saves time, labor, money.

Product Previews describe new and improved products from the buyer's viewpoint.

And that's all. There is no general news. Nothing on general industry problems. No association news. No personnel news.

Not in CONSTRUCTION EQUIPMENT.

Other publications in the field *must* cover these and many other topics because they strive to attract and hold many of their readers who have no interest in the *buying* side of construction. Only CONSTRUCTION EQUIPMENT concentrates on information of direct value to the men who have to decide what to buy. Nothing in it to attract any readers but the ones you want... the men who buy equipment and materials.

We can limit its editorial appeal to *buyers only* because every reader of CONSTRUCTION EQUIPMENT is personally identified as a buyer. CONSTRUCTION EQUIPMENT does this the only way it can be done in the construction field.

## **This isn't easy**

Locating the right firms, then finding the people who really buy, is a tall order in the volatile construction market. Titles are meaningless. People are on the move.

# stand out from all the rest?

Some construction companies go from riches to rags and back again almost overnight in this feast or famine business. Published lists get out of date before they're printed. Subscription solicitors, calling once or twice a year (or once every two years) can't possibly separate real buyers from other subscribers.

## **Only CONSTRUCTION EQUIPMENT finds and reaches the people who buy**

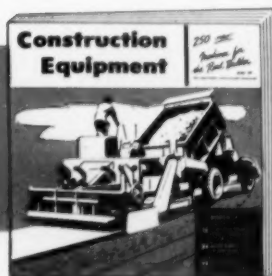
There is one and only one realistic way to find real buyers... that's through the people who spend their lives *selling* to the construction market — the salesmen who represent equipment distributors. They call every week, or oftener, on important firms in their local territories. They know which contractors are busy, which concerns are building. What's more, they know the people who decide what to buy — they have to know who they are in order to make a living.

That's why CONSTRUCTION EQUIPMENT enlisted the cooperation of selected

equipment distributors across the whole country... 114 of them with some 1,400 salesmen. They pay for the copies of CONSTRUCTION EQUIPMENT which we send to their best customers and prospects. Their salesmen are, in effect, our subscription men, each interested in maintaining a list of the *buyers* they call on; each equally interested in eliminating everyone else. This is Franchise-Paid Circulation as used by *Conover-Mast*.

Whether you sell through distributors or not; whether you sell through these particular distributors or not... this method gets your advertising to the men who make the buying decisions.

That's what makes CONSTRUCTION EQUIPMENT stand out from all the rest... it's the only magazine published for just one purpose—to help the man who buys; it's the only one that has *buyers* identified by local distributor salesmen. This is why the advertiser in CONSTRUCTION EQUIPMENT gets an opportunity to sell buyers, and nothing but buyers of equipment and materials... *without waste!*



**The Buyers Magazine for equipment and materials**  
205 East 42nd Street, New York 17, N. Y.  
a Conover-Mast publication

# To sell more where more is sold ... it's **FIRST 3 FIRST!**



**Accent on Scenery**



**Accent on Sales**

**T**HE inspiring wonders of nature can be an unforgettable experience, however, these scenic eye-catchers often occupy vast and sparsely settled land areas that in many instances show up as a very misleading splash of color on a county coverage media map.

When it comes to achieving maximum sales volume for your product it is generally most profitable to concentrate a large part of your advertising effort on the **FIRST 3** markets of New York, Chicago and Philadelphia—markets which account for 1/6 of Drug sales, 1/5 of Food

sales, 1/5 of Furniture and Appliance sales, and more than 1/4 of total U. S. Apparel sales.

In these outstanding urban sales centers the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. *Only* **FIRST 3 MARKETS GROUP** delivers a saturating 62% family coverage of these 3 city and suburban markets where nearly 1/5 of all U. S. Retail sales are made. To make your advertising sell *more* where *more* is sold . . . it's **FIRST 3 FIRST!**

The group with the Sunday Punch



Rotogravure • Colorgravure

New York Sunday News *Coloroto Magazine*

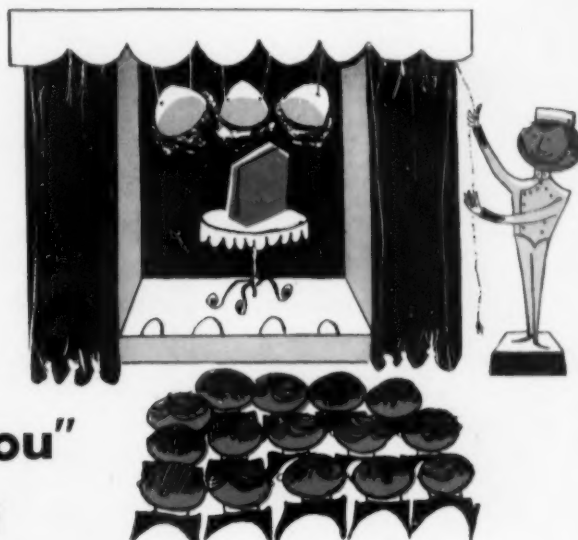
Chicago Sunday Tribune *Magazine*

Philadelphia Sunday Inquirer *"Today" Magazine*

New York 17, N.Y. News Building, 220 E. 42nd St., MUrray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0048  
San Francisco 4, Calif., 155 Montgomery St., GArdfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Blvd., DUmkirk 5-3557



## Tools for Selling



# Reynolds' "Just-for-You" Plan of Group Selling

- Sample packages are created for each prospect
- Packages are unveiled to key prospect executives
- Traveling exhibit is set up in hotels
- Individual presentations made daily to two prospects

If there were a name on the aluminum foil package drawn above, it would represent a real brand. It would be a brand name that competitors of the dozen or so men studying the package would like to know.

The reason: The package is new. This is its first showing. It may be the last. Then again, in a few months, that aluminum foil package may carry brand "X" to higher sales across the country. That's why competition would like to know what brand is on that package.

The scene above is typical of the presentations that Reynolds Metals Co. is making this week in Detroit's Sheraton-Cadillac Hotel. It depicts the unveiling of an aluminum foil package Reynolds has designed for the particular company watching the presentation. Reynolds gives two one-company-at-a-time presentations each day; unveils two "designed just for you" new packages each day.

This is Reynolds' "Packaging Showcase" which has been seen by presidents, sales, merchandising, product development and design executives of over 90 companies in the past three months. They come to see what "surprise" package Reynolds, No. 1 in sales volume of aluminum foil, has designed for their firms.

"Packaging Showcase" is a mobile

exhibit which Reynolds has put on the road to display inside major city hotels the country over. It includes 90 feet of modernistic display panels on which are mounted over 300 aluminum foil packages ranging from "zip-open" containers for frozen foods to flower pots and beer labels; all now being produced by Reynolds.

## Part of Story is on Film

Heart of the "Showcase" is a stage for movies, slide projection, and other visual presentations which tell the complete Reynolds packaging story.

The exhibit is transported around the country so that Reynolds district sales people will have a means of making dramatic presentations to their local prospects. The regional staff arranges the date and time for the hierarchy of a particular company to visit the "Showcase." Visits are planned well in advance and require close cooperation between the local salesmen and Reynolds' Louisville, Ky., sales headquarters.

The hour-and-a-half long presentation begins after executives have leisurely browsed through the exhibit of aluminum foil packages on display. The official welcome is given via color-sound film by David P. Reynolds, vice-president in charge of sales.

The program itself is presented by the regional sales manager. In Detroit this week, it's Frank Liebert. He is assisted by two Reynolds sales trainees, Robert Bateman and John Haney, who travel with the "Showcase," and assemble it at each stop-over.

Another film briefs the customers on latest developments in packaging research, engineering and design. Then, by film, Reynolds shows the complete production of a foil package; from bauxite mining to the finished product.

To illustrate how the customer can benefit through a promotional tie-in with Reynolds Wrap and the company's aluminum foil packaging seal, a special presentation is given on Reynolds advertising and merchandising programs. Reynolds stresses a recent survey which showed 83.3% of 1,403 women interviewed coast-to-coast recognized the Reynolds packaging seal; an 11% increase over recognition registered in 1955. Nine out of 10 women could tell where they had seen it. Four out of 10 named specific food products which carry the seal.

Then the coup de grace.

The lights are dimmed. A spotlight is focused on the closed curtains of the stage. The curtains are drawn back and the gleaming aluminum foil package designed especially by Reynolds for the prospect is revealed.

This "surprise" package is Reynolds' suggestion to the visiting company as to what it can do with aluminum foil packaging.

Does this group selling plan pay off?

At one presentation, a major drug



IDEA NO. 116

#### "Cool Off with SMIRNOFF"

HEUBLEIN & BRO., Hartford, Conn., tells thirsty folks about SMIRNOFF VODKA with this nice an' icy window and refrigerator streamer. BOB HONER, Asst. Adv. Mgr., worked out the attractive cool-colored design and Day-Glo Red title with GENE MACHIVERNA and BOB SWIKLAS of AD-CRAFT DISPLAYS, INC., in near-by Bloomfield. Like thousands of other display-wise admen, they "backed up" their work with KLEEN-STIK—the "almost-magic" self-sticking adhesive. The moistureless, peel-an'-press strips make it easy for Heublein's dealers to identify their "Cool-Off" headquarters.

#### Outstanding P.O.P. Ideas Featuring the World's Most Versatile Self-Sticking Adhesive!



IDEA NO. 117

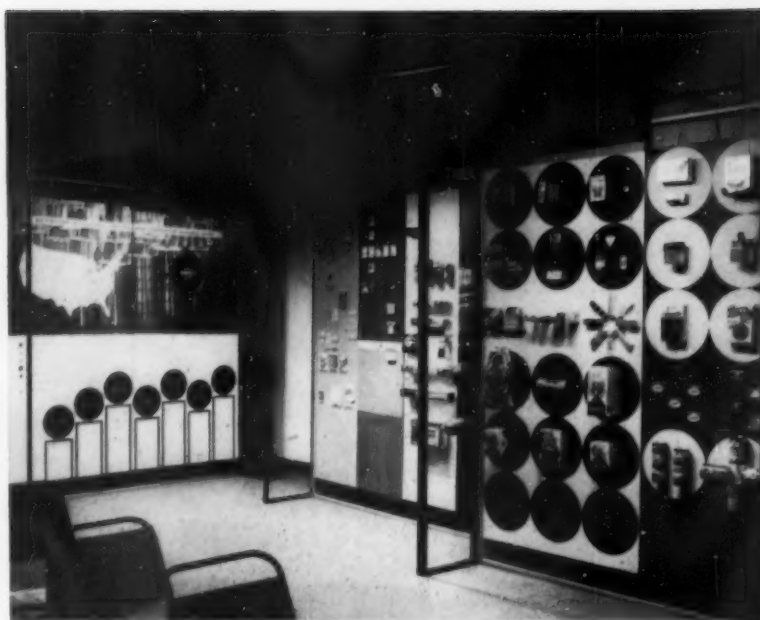
#### Classy Card for Cable Cars

In picturesque San Francisco, local advertising often takes interesting forms. Like this b-i-g promotion for the Mural Room of the ST. FRANCIS HOTEL. The hotel's agency, HAL S. DOVER CO., prepared a series of king-size (27 by 21) posters—then had 'em silk-screened on KLEEN-STIK FLEX-STIK 800. It's not only self-adhesive for quick-change application, but also resists weather—ideal for long exposure on the sides of the famous cable cars. Elegant production by MARGARET SMITH, of POSTERCRAFT CO., S. F.

See your regular printer, lithographer, or silk screen printer for more business-building KLEEN-STIK ideas...or write on your letterhead for our free "Idea-of-the-Month".

#### KLEEN-STIK Products, Inc.

Pioneers in Pressure-Sensitive  
for Advertising and Labeling  
7300 W. Wilson Ave. • Chicago 31, Ill.



GLEAMING PACKAGES of aluminum foil stand out against these modernistic panels in the Reynolds Metals Co. "Packaging Showcase." Over 300 are shown.

firm decided, on the spot, to go into aluminum foil packaging for a line of its export products.

Another example: A prominent old line food products company, which had used paper labels for many years, made the change to aluminum.

Many companies now have plans either to begin or increase aluminum foil packaging as a result of "Showcase" presentations. Reynolds, in a natural deference to prospects' wishes, keeps names of companies and plans strictly "top secret."

Although some results of "Showcase" presentations have come quickly the exhibit was not planned to bring impulse sales. The fuller development of sales leads is its job. Many prospects, after visiting the "Showcase," have asked Reynolds to put its research and design people to work on packaging problems.

Paul Murphy, general manager of Reynolds' packaging market sales, has this opinion of the "Showcase":

"We think our 'Packaging Showcase' is the most dramatic selling tool we've ever had. While it is too early to tell about its effectiveness in actual increase in sales, we know it has had a tremendous impact on those who have seen it so far. We at Reynolds are 100% on using the 'Showcase' approach to our major customers in the packaging market."

The "Showcase" is a far cry from 1939 when David Reynolds, then a foil salesman just learning the trials of the road, came up with the idea of

a traveling Reynolds' trailer. That first mobile exhibit was a primitive affair consisting of a rickety trailer hooked on to a jalopy. It didn't last long.

One day the sputtering jalopy engine coughed for the last time and conked out on a steep hill. Reynolds was forced to junk the trailer but he didn't junk the idea. Soon he had talked the company into building a real display coach with an elaborate interior.

That began a series of Reynolds mobile trailers which carried the company message to the customer's driveway; a series which led to the present mobile indoor display.

"As a matter of fact," says David Reynolds, "the evolution of our mobile exhibits from the first makeshift coach to the current 'Showcase' spectacular reflects the tremendous growth in the scope and diversity of our packaging sales."

Each of the exhibit's hundreds of packages must be taken down, packed, and later remounted in the next city. The panels, projection equipment, lighting system, and even aluminum chairs, are transported in a large trailer-truck. It takes about eight hours for the two trainees to set up in a new location.

The "Showcase" was designed by Phil George of the Reynolds styling and design group, in collaboration with Paul Dearborn, director of packaging markets for the company.

The End



## Nascon

### 4 DAYS-AT-A-GLANCE

*a new and useful gift!*

First glance will tell your customers what a handsome and handy appointment diary this is! Daily use will prove what a thoughtful gift selection you made.

A remembrance that will keep your firm's name in mind all year 'round. Your company's name or trade-mark can be imprinted on the cover; sales messages can be bound anywhere in the book.

In this book: 4 days and dates on each spread, generous notation space, current and following months' calendars. Wire-O bound to open flat. Simulated leather in rich colors.

*Without obligation, send today for full details and a free copy of the folder, entitled, "HOW YOU CAN PROMOTE SALES."*



#### NASCON PRODUCTS—SPECIALTY DIVISION

Division Eaton Paper Corporation

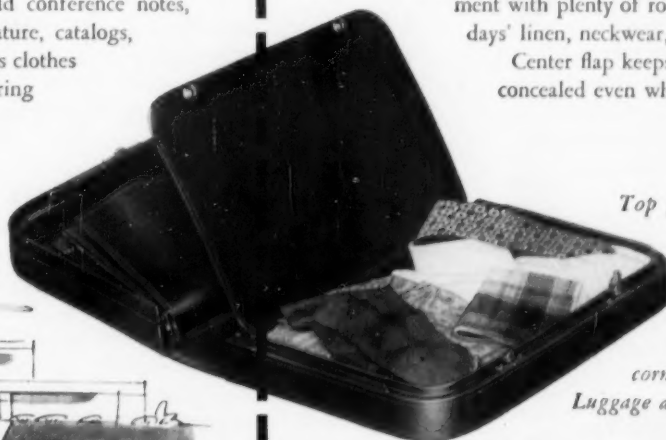
475 FIFTH AVENUE

NEW YORK 17, N. Y.

## here's a man's bag with a dual personality

*This side for...* working hours. Three big file pockets hold conference notes, correspondence, sales literature, catalogs, etc. A full center flap keeps clothes compartment concealed during your business call.

*This side for...* living. A big compartment with plenty of room for a couple of days' linen, neckwear, toilet articles, etc. Center flap keeps this compartment concealed even when case is opened.



*Top grain cowhide, several styles and colors. 17" or 18" lengths and 4", 5" or 6" widths. Solid leather handle, reinforced corners, safety lock. At all Luggage and Department stores*



*Snapak by*

**SCHILL**

We make custom-built bags for your entire organization. Write us for your nearest dealer's name for free quotations.

Leather Goods Co., Inc.  
Cincinnati 25, Ohio

When the  
"Signs" are right . . .

**YOU  
GET RESULTS!**



Want to get *sales* results beyond your expectations? You won't wait long when your merchandising plans call for signs by Texlite. More than 75 years of practical experience and technical skill enable Texlite to design and engineer quality signs . . . signs that command attention and produce better, at less cost per sale, than any other medium you can use. Whether you need 10 signs or 10,000 . . . in porcelain enamel, plastic or combinations of the two materials . . . let Texlite prove to you that *quality pays!* Four hundred craftsmen, with the complete resources of a modern 160,000 square foot plant, are ready to fill your every sales-sign need.



See how  
others have  
used signs  
by **TEXLITE**  
to gain sales  
objectives . . .

This 20-page, beautiful full-color booklet shows 101 signs built for some of the nation's most successfully sales-minded companies.

*Request your free copy on company letterhead.*



*Builders of Quality Signs Since 1879*

3309 MANOR WAY • DALLAS, TEXAS

*Offices in Principal Cities*



By **JANET GIBBS**  
*Sales Promotion and  
Direct Mail Counsel*

## More About Sales Mail

We've already covered a lot of do's and don'ts, formulas, measuring rules and the like . . . all angled toward better letters. Now let's talk about some tools of the direct mail trade, useful and saleswise, in their application to money-making mail.

**PERSONALIZED MAIL VS. HEADLINES:** Nothing is more effective than personalized letters . . . yet, they aren't always practical. Many lists cannot be accurately maintained with executive names included — and on large mailings the high cost involved can kill you! Headlines *can* replace name, address, salutation, etc. But make them short, thought-provoking ideas to persuade your prospect to read on.

### **MORE LETTER COPY "SPARKLERS":**

1. Feature important benefits or sales points by position.
2. The sentence or paragraph can be indented, centered or used as a postscript. Your words will stand out, get extra attention.
3. *Underline* important words.

There are other adaptable ideas — you'll find many in the chapter on **MAIL DRAMATICS**. But one last word: Don't overdo emphasis. Too much of it and the reaction to your letter will be like that which happened to the boy who cried "wolf" too often. After a while no one paid any attention to him.

### **INDIVIDUALLY DICTATED LETTERS VS. FORM LETTERS:**

Form letters are a great time and labor saving device. If a given situation comes up time and time again in your business, and it must be handled by mail, then develop a carefully thought-out form letter which can be reproduced in quantity. Good copy, careful reproduction and an even more carefully matched fill-in will take the sting out of what used to be considered a "canned" letter. Businessmen today accept the form letter. It will do a selling job *IF* it tells the whole story, *IF* it is as carefully pre-planned as any of your advertising material.

Form letters can be used to answer inquiries, acknowledge orders, handle complaints, even collect overdue bills. There probably are other uses for forms in your business — but don't overlook one of the most important by-products of good form letters. *It is their usefulness as a training tool for new correspondents and new sales people.*

**HOW OFTEN SHOULD YOU MAIL TO THE SAME PROSPECTS?** Well, how often has your salesman landed an order on his first call? He calls back again and again. Your direct mail-salesman should too. Continuity in your mail program must result in more and better sales.

You may be outstandingly successful with a one-shot mailing on a specific offer, but it's the carefully preplanned series of mailings to known prospects that will pay off in increased sales volume and profit. You simply can't time mailings to reach each prospect at the moment he or his company needs your product or service. Then too, people are lazy and creatures of habit. It may seem easier to buy from the guy across the street . . . or the habit of buying from your competitor may be a hangover from the man who made buying decisions last year. It might even be that Mr. Prospect had a fight with his wife during breakfast that morning and he just isn't in the mood for new ideas. Go back again and again — just as long as he remains a good prospect for you.

There is no such thing as a guaranteed timing schedule. On some lists you'll want to mail once a week, once a month or once every two weeks. On others a plan of alternate timing will work. You may develop your own schedule based on the buying habits of your customers or your industry. And of course your budget will have a voice in the question of timing.

**HOW TO MAKE LETTERS AND COPY SEEM NEW, FRESH, INTERESTING.** This can be easily accomplished through the use of many variables. Experience shows that good mailing pieces should be used over and over again. Researchers and mailers alike claim that readers forget your mailing piece at the end of a week or a month. Good letters, folders, circulars, etc., can be repeated to the same list within a short period without reducing the returns you expect. In fact, repetition in any form of advertising works to your advantage. Here's how:

1. Often a carbon copy of your letter, with memo attached, will do better than the original mailing. This also applies to folders, etc. Some companies mail duplicates or carbons (with memos printed directly on the letter, or attached) three or four times in quick succession.
2. Change the format. If you've used letters exclusively, try self-mailers, broadsides or mailing cards. Or different methods of reproduction will give you the desired change.
3. Change the color of paper and printing for a change of pace.
4. Change your copy appeal. You've more than one selling point to talk about. List all of your sales points before preparing each mailing, but develop only one at a time in each piece.
5. Change the timing of your mailings. If you've been scheduling them to arrive on Tuesday, try another day of the week. True, this may be a bit difficult in face of the many delays in today's handling of mail by the Post Office, but things will straighten out. I hope!
6. Change your envelopes. Too-easily recognized envelopes or wrappers can mean that mailing pieces will be thrown out unread on the assumption of "Oh, I've seen this before." The same story applies to self-mailers. Corner cards can be changed, so can design and color.

IN LOS ANGELES  
THEY SAY  
"TIMES, FIRST OF ALL"



**\*Toilet  
Requisites  
Advertisers  
choose The  
Times above  
ALL other  
Los Angeles  
metropolitan  
newspapers**

(In the first 6 months of '57  
The Times led in  
95 of Media Records'  
114 classifications.)

Ranked second nationally in drug store sales, Los Angeles' rate of increase in dollar volume far exceeds all other major toilet requisites markets. Advertisers of these products rely on The Times more than on any other newspaper.

**LOS ANGELES  
TIMES**

Represented by Cresmer & Woodward  
New York, Chicago, Atlanta, San Francisco, Detroit



## RESERVED FOR YOUR CARGO!

- No bumping of cargo or off-loading for passengers
- Big plane capacity with all space reserved for your cargo
- Big doors to accommodate the largest shipments
- Rush your goods to destination — Call your nearest Slick office or freight forwarder.

Certificated, Scheduled Air Carrier • Member ATA

**SLICK** airways inc.

World Headquarters:  
3415 Cedar Springs Road, Dallas, Texas • LA 6-7671

overseas passenger charter • airmail • air express  
domestic and international air cargo

## Where Wheaton goes Safety goes, too!



Household goods, office and exhibits are safe in the hands of the Wheaton organization. Prompt, dependable long-distance service from coast to coast.

### FREE Moving Day Kit

—full of helps, labels, address cards, to all personnel transfers.



Call your local  
Wheaton Agent (500  
Agents — all principal  
cities) or write to:



### LONG DISTANCE MOVING

"the safest distance between two points"

Western affiliate:

**LYON VAN LINES, Inc.**

Los Angeles, California

## Sales Promotion Idea File

### How Are Sales Per Square Foot?

Retailers are developing new ways to use space efficiently. Gimbel's New York erected four circular platforms, filled them with merchandise from television sets to refrigerators, and hung them eight feet above the floor for display.

The Gertz Store, Hicksville, Long Island, has modular units that can be moved from one department to another without structural changes, and roll-out drawers on casters that can be pushed into stockrooms, be replenished, and brought back to the sales floor.

In the J. J. Newberry store in the same community, sales increased 500% when all merchandise was kept below eye level, 54 inches. Back to back counters, multi-level counter displays, and "trolley" counters are other innovations which have created 10% more sales space, and made counters movable for easy expansion of departments.

Customers will stoop for pots and pans, so these are put on low shelves. Apparel, which customers want to feel, is kept at waist level.

Newberry's is currently working on displays that will have glass tops, but exposed fronts.

### Eight Sales Training Services Offered

Field research, sales manuals, sales presentations, bulletins, recordings, sound slide-films, motion pictures and clinics are described in a booklet available on request to John H. Wolfe, John H. Wolfe & Co., 4 West 40th St., New York 18, N. Y.

### New Angles on Trading Stamps

Travel Tabs, Albany, N. Y., offers stamps redeemable for anything from a week-end sightseeing trip to a Bermuda vacation.

Purchasers Insurance Co., Pasadena, Cal., provides insurance stamps that increase your death benefits by a

By **LARRY SCHWARTZ**  
President  
Wexton Advertising Agency

dollar whenever you spend a dollar in a subscribing store.

### How to Sell Merchandise in a Plane

Here's creative selling at work. Capital Airlines serves meals on unbreakable holiday dinnerware by Kenro. Kenro arranged to distribute a brochure in the airline packet behind each passenger's seat. Coupon in the brochure requests details on how to buy the dinnerware. For a sample of this selling brochure, write to Kenro Corp., Fredonia, Wis.

### TV Program Forces Box Top Accumulation

"Junior Auction" has done an outstanding job for Pure Food Dairy on WSTV-TV, Steubenville, O., and for sponsors in other markets. Kids in the studio audience bid for sports items, other desirable merchandise, with box tops they've saved. Viewers also get into the act. To learn if a franchise is available for any specific market, contact J. James Polian, Mike Fadell Television Productions, 525 Northwestern Bank Building, Minneapolis, Minn.

### Sound at the Point of Sale

New high fidelity continuous playback unit uses easy-load magazines, plays up to 55 minutes, can be used outdoors or indoors, in stores, at meetings, trade shows, demonstrations. Weighs only nine pounds, can be activated by step-on mat, push-buttons, photoelectric cells, timers. For information, write to The Pen-tron Corp., 777 South Tripp Ave., Chicago 24, Ill.

### How to Merchandise a TV Show Effectively

Johnson & Johnson, sponsors of "The Adventures of Robin Hood," flew 67 TV editors to England to visit Sherwood Forest. Cost of the

SALES MANAGEMENT

HE'S PLANNING A NEW  
CATALOG IN THE DARK.  
HE DOESN'T KNOW ABOUT THE  
CATALOG COVER SELECTOR



# **NATIONAL BLANK BOOK COMPANY**

Holyoke, Mass.

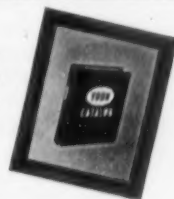


**YOUR NATIONAL STATIONER** can save you a load of work and headaches when it comes to planning your new catalog or sales manual. How? By showing you what your catalog can look like physically *before you spend a dime*. The Catalog Cover Selector shows you much more than just covers or binding materials. It shows a wide choice of color stampings, stock mechanisms, embossing effects, indexes — the whole works!

After you have made your decision as to what combination of components you want — you have something *tangible* to show others in your organization — still without spending a penny.

Why plan in the dark? Do it the easy way — call your National Blank Book Stationer today and tell him to bring up the National Catalog Cover Selector\*. There's no obligation.

\* or write us at Holyoke for 4-colored folder about National's custom designed catalog covers.





how to dress up  
your CATALOGS  
at lower cost

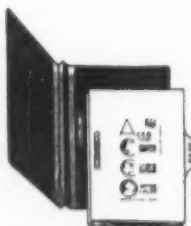
Appearance counts. Practicality counts. Flexibility, durability, economy count. And you can have them all if you use Accopress Binder covers for your catalogs.

Accopress Binders come in 5 colors, may be printed or embossed as you wish. They're loose-leaf, lie flat, open flat, stand plenty of handling, can be expanded as desired, have no expensive, space-wasting mechanisms. Their low cost is famous. Write us your needs or ask your stationer to show you the complete Acco line for keeping papers together and safe in every department of your business.



The Accopress Binder combines loose leaf convenience, large capacity and economy. Ideal for Catalog Covers.

When transfer time comes just slip the bound papers from the Accobind Folder. Insert a new Acco Fastener and the Folder is ready for another year's filing.



**ACCOBIND folders**  
**ACCOPRESS binders**  
**PING-PRONG binders**

(for marginal multiple punched forms)

**ACCO clamps**

**ACCO punches**

**THE ACCOWAY SYSTEM**

(for filing Blueprints and all large sheets)  
and other filing supplies

**ACCO PRODUCTS**

A Division of NATSER Corporation  
Ogdensburg, New York

In Canada: Acco Canadian Co., Ltd., Toronto

trip was \$100,000, but all except \$18,000 was paid by the show's co-sponsor, the airline, the producer, BBC, the British Board of Trade, and the TV network. A \$100,000 jingle competition brought in \$3,681,000 worth of business. An offer of Robin Hood trading cards sold 3,000,000 packages of Band-Aids worth \$1,400,000 retail. Forty-thousand teachers wrote in for Sherwood Forest maps. Wow!

### Save Money on Shipping

Helpful booklet, "How to Ship More Economically in Corrugated Boxes," is available from Hinde & Dauch, Sandusky, O. Eleven other booklets in this company's "Little Packaging Library" discuss loading, specifying, pre-packing, testing, merchandising, etc., with corrugated boxes.

### Novel Visual Presentation Ups Insurance Sales 100%

Insurance company prepared a "package" Visual Sales Book which included complete sales story, instructions, a proposal and an application form. The Book was presented to sales meetings for criticism before publication, and certain changes were

made. Prizes of cuff links and tie clasp were then offered in two-month contest. Sales for the period were \$9,778,300 (1,637 sales) versus \$4,986,168 (801 sales) for the corresponding period in the previous year. For further information, write to A. A. Morrison, Superintendent of Sales Promotion, The Dominion Life Assurance Co., Waterloo, Ontario, Canada.

### Get Ready for Christmas

For samples of stock Christmas cards and sales bulletins, write to Carr Speirs Co., Stamford, Conn.

### Free Layout Service for Tags

The National Tag Co., specialists in "selling" tags and labels, will send you suggested designs for new tags, or improvements in your present tags—at no obligation. Just write to Robert L. Hime, The National Tag Co., 322 South Patterson Blvd., Dayton 1, O.

### Four-Color Printing Direct From Black and White Photo

New four-color printing process eliminates need for transparencies, Kodachromes, color separation or en-

**Advertising Agency**  
**R-OFFICE MEMO**

PHOENIX, Ariz. (Special) — A healthy increase of more than \$100 millions in Arizona bank deposits has chalked up a deposit gain of 12% over one year ago.

Figures recently released from the Valley State Bank show the latest gain in Arizona well in the lead over all other states in rate of deposit growth over the past ten years. Florida and New Mexico ranked second and third respectively.

Mike:

Didja see this? Better change those Arizona figures we prepared for A.J.

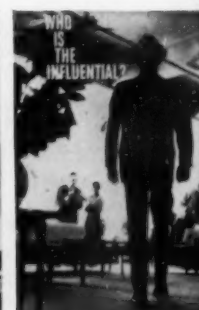
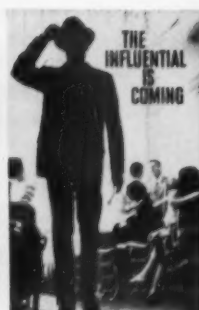
And leave the Arizona file out. Arizona is growing so fast the file is obsolete before we can put it away.


**F.**

*Any market information you need can be had by writing The Phoenix Republic and Gazette.*



**LETTER**  
k West  
w York



This is The Saturday Evening Post's  
first POST  INFLUENTIALS  
quarterly report, July through Sept, 1957

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**POST'S THIRD QUARTER  
60 PAGES FATTER  
AND \$3,185,000 RICHER  
THAN LAST YEAR'S!**



59—fifty-nine new advertisers are in The Saturday Evening Post this quarter!

POST-INFLUENTIALS (step up closer, friends) are the big attraction.


These P.I.s are the ad man's best friends. Reach them, and they start broadcasting your message like a tomtom beater with St. Vitus' dance.

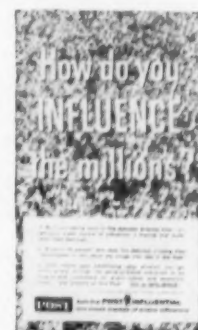
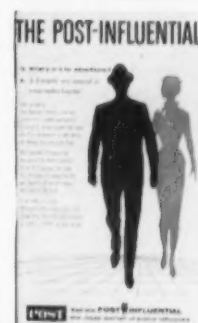
Politz has proved it—8 out of 10 Post readers recommend or talk about the things they read in the Post. They believe. They buy. They become bellwethers for your product where they live and work and play. (Post influence moves sideways—on every income level.)

The big talk in advertising today is this word - of - mouth plus in The Saturday Evening Post. And there are even more mouths now—with all September issues estimated at over 5,400,000 circulation.

Come on in—the selling's fine!



Sell the POST  INFLUENTIALS  
—they tell the others!



## WORTH WRITING FOR...

### Detroit Food Picture

This study shows how "Interurbia" has changed Detroit food marketing. The movement of manufacturing plants and people from the Central City has caused food marketing executives to revamp their approach to selling problems and, in many ways, has already brought about significant changes in distribution and advertising techniques. The Central City of Detroit now accounts for only 40% of the Detroit markets' total retail food sales. The outside area represents the other 60%. Fifty-nine percent of the major chain super markets are located outside the Central City and 90% of the 1957 units under construction are outside. The Kroger chain, for example, plans 80 new stores in Michigan, nearly all of which will be outside Detroit. For your copy of "Food Marketing Data from America's Motor Empire," write to George W. Nelson, Advertising Director, *Detroit Free Press*, Detroit, Mich.

### Liquor Imports Increase

Total imports of distilled spirits into the United States increased by 12.6% and total apparent consumption of imports by 10.9%, according to an analysis by Clark Gavin Associates. The report shows changes in imports and consumption between 1955 and 1956 for the 46 "wet" states plus the District of Columbia. It points to a "truly national market" which is being established by imported liquor brands, especially for Scotch and Canadian whiskies. A copy of "The Market for Imported Distilled Spirits—1956 vs. 1955" may be obtained from Harry Thompson, Director of Promotion, *Newsweek*, 152 W. 42nd St., New York, N. Y.

### Consumer Credit

Proceedings of the ninth National Consumer Credit Conference. The College of Business Administration, University of Denver, was the host for this conference. The theme was "Current Consumer Credit Problems." Three broad questions and their subdivisions were presented: size and continued growth of consumer debt and money operations which was closely related to the recently completed five-volume study of consumer installment credit by the Board of Governors of the Federal

Reserve System; the changing consumer attitudes toward buying and borrowing; important elements of consumer credit education. Papers presented included Consumer Installment Credit by Governor A. L. Mills, Jr.; Leadership in Consumer Credit by Dr. Alonzo B. May; The Influence of Money Markets on Supply and Costs of Consumer Credit by Dr. Elroy Nelson; How Well Do We Know Our American People? by Otto C. Lorenz; Consumer Credit Education Today: Improving the Understanding of the Adult Population in the Use of Consumer Credit by Dr. Henry I. Kester; Are the Secondary Schools Giving Any Consumer Credit Information? by Marie Robinson; Ways of Assisting College Teachers to Present Consumer Credit Problems More Effectively to Students by Dr. Ramon P. Heimrl; The Future by Dr. T. H. Cutler. Copies of "Current Consumer Credit Problems (\$1 a copy) may be obtained from Dean T. H. Cutler, College of Business Administration, University of Denver, 1445 Cleveland Place, Denver 2, Colo.

### Charlotte, N. C.

According to this new marketing study, it has the largest Retail Trading Zone, exclusive of City Zone, in the South. Out-of-county customers from its Retail Trading Zone alone account for 31.3% of Mecklenburg County's total retail sales volume. Its Metropolitan Area ranks sixth in the nation in retail sales per family. Data include population; Effective Buying Income; Per Capita EBI and retail sales; number of retail outlets and wholesale establishments; wholesale sales; number of manufacturing establishments; per capita retail sales in Charlotte; primary market—20 counties in North and South Carolina; secondary market—17 counties. Copies of "Charlotte — Market of Majesty" are available from David E. Henes, Promotion Manager, *The Charlotte Observer*, Charlotte, N. C.

### Dallas Southwest

A map which covers 6 1/3 states with Dallas as geographic and distribution center. It includes population for counties and cities; total retail sales volume by counties; 100-mile radii circles from Dallas; summary market information by radii

within the Dallas Southwest. A business data sheet presents tabulations for each of 610 counties within the 6 1/3 state area; shows largest city in each county; 1940, 1950, 1956 population; 1939, 1948, 1954, 1955 retail sales; 1939, 1948, 1954 wholesale sales; 1947, 1954 manufacturing employment; 1939, 1948, 1955 Effective Buying Income; 1954 farm income. For copies of "The Dallas Southwest: 1957" and "Business Data Sheet" write to Thomas W. Finney, Manager, Industrial Department, Dallas Chamber of Commerce, 1101 Commerce St., Dallas, Tex.

### The Beverage Industry

According to this report, wine consumption in the United States reached an all-time high in 1956: 146,682,000 gallons, 3.7% over the 1955 total and a gain of 20.7% over the 1951 total. Per capita wine consumption, too, is on the rise, although at a slower rate. Data include: wine consumption by states (in gallons), 1956, 1955, 1951; per capita wine consumption by states (in gallons) for the same years; wine entering distribution channels (in gallons) 1951-1956; tax-paid withdrawals of domestic wine (in gallons), January-April 1957 vs. January-April 1956; beer sales. Copies of "Beverage Industry Trends" may be obtained from Karl Moore, Sales Promotion Director, *True, the Man's Magazine*, 67 W. 44th St., New York 36, N. Y.

### Philadelphia Trading Area

By stating market values in 56 easily visualized capsules, this 96-page market data book will help marketing executives to align sales and distribution territories and evaluate the market for efficient advertising coverage. It assigns basic information to each section of the market. Population, housing and business data are coordinated within each segment, together with a descriptive summary and current estimates of population and housing. Principal business districts and employment centers are listed in each segment and indicated on a series of maps. The more populous counties are divided into several sections with individual data totals. All figures are summarized at the county level, with summaries of retail and wholesale trade, services and manufactures. "The Delaware Valley Market" sells for \$5 a copy. Write to Leonard E. Bach, General Promotion Manager, *The Philadelphia Inquirer*, Philadelphia, Pa.



\*In case you haven't met these three media experts before: Hi stands for high acceptance; Brod for broad market coverage and Lo for low cost. They all apply, of course, to the Post-Gazette. Why not put them to work for you!

## How Soon is Late?

Early comer or late arrival, your sales effort will always get results when you use the right approach to America's 8th Market. Pittsburgh's 3 million consumers spending \$3¼ billion at retail annually is the reason. And the sure-fire method is to build sales with the Post-Gazette's high acceptance, broad coverage and low cost—as so many other advertisers do. Just try it—and find out why . . .

*YES! Something HAS Happened in Pittsburgh!*

## Pittsburgh Post-Gazette

*Fastest-Growing Newspaper in America's 8th Market*

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

THE LIQUOR STORE THAT DISPLAYS THIS SEAL FEATURES  
THESE PRODUCTS TO SIMPLIFY YOUR GIFT PLANNING ➡



**For the Top of Your List  
—Personalized Old Forester**

Entirely redesigned bottle and label, with recipient's own name imprinted. Matching presentation box for extra prestige.

**America's Most Desired Gift  
Bourbon in Its 1957 Decanter**

Famous registered...bonded Old Forester, repeatedly chosen as favorite gift whisky in independent business surveys.

**Same Fine Old Forester  
in Handsome Gift Wrap**

New in convenience, old in prestige. Brand name removable. Gift wrap or decanter same price as regular fifth.



Brown-Forman's new Business Gift Service helps your local retailer to provide large and small firms with the utmost convenience in prestige gift selection. Look for this emblem in your pre-holiday gift planning.



Q1957, B. F. O. CORP.

#### Kentucky's Favorite Straight Gift Wrapped Early Times

America's best recommended straight, festively wrapped. Your choice of three different holiday color combinations.

#### For the Extra Special Gift Early Times in Holiday Case

Twelve fifths of the same welcome Early Times, in special Christmas case. Ideal for entertaining, as well as giving.

Old Forester • Kentucky Straight Bourbon Whisky • Bottled in Bond 100 Proof • Brown-Forman Distillers Corp. • At Louisville in Kentucky

Early Times • Kentucky Straight Bourbon Whisky • 86 Proof  
Early Times Distillery Co.  
Louisville 1, Kentucky

**"CARAMBA! I wonder  
where that river goes?"**



**Right between St. Paul and Minneapolis, that's where!**

150 years ago, from the decks of their exploring galleons, daring Spanish sailors first laid eyes on the mouth of the mighty Mississippi . . . and no doubt wondered where this river came from.

Today we all know. Originating in northern Minnesota, it sweeps south—right in between St.

Paul and Minneapolis—splitting these two giant markets almost down the middle.

The 516,300 people on the St. Paul side of the Father of Waters do more than just live here. They spend their money here, too . . . 603 million dollars worth every year. What's more, their buying guide is the one and ONLY newspaper to cover every prosperous inch of the St. Paul market®—the St. Paul Dispatch-Pioneer Press. NO OTHER NEWSPAPER more than scratches the circulation surface!

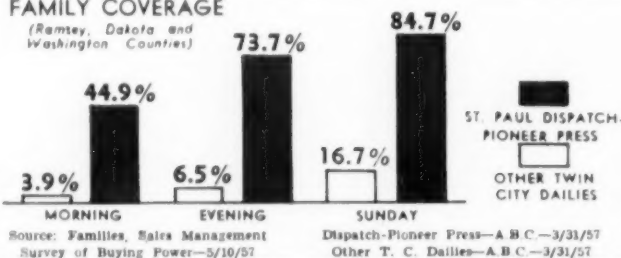
There's no getting around it. If you want to make a big advertising splash on the St. Paul side of the Mississippi, you need the Dispatch-Pioneer Press!

**TODAY . . . it's a market of  
516,300!**

516,300 people and 603 million retail dollars add up to a giant market!\* And that's just exactly what you have on the St. Paul side of the mighty Mississippi! But you'll miss it almost completely unless your advertising message appears in the ONE AND ONLY newspaper offering you SATURATION COVERAGE of every inch of this big-income, big-spending market . . . the St. Paul Dispatch-Pioneer Press!

**FAMILY COVERAGE**

(Ramsey, Dakota and Washington Counties)



\*Ramsey, Dakota and Washington Counties  
 Source: May 10, 1957, Sales Management Survey of Buying Power

**ST. PAUL**



**DISPATCH**

A RIDDER NEWSPAPER

**PIONEER PRESS**

**REPRESENTATIVES**

**RIDDER-JOHNS, INC.**

**NEW YORK - CHICAGO - DETROIT**

**SAN FRANCISCO - LOS ANGELES**

**ST. PAUL - MINNEAPOLIS**

**A Spot Check on:**

## Who's Repeating Print Ads—and Why

Westinghouse: "Apparatus ads are planned to run at least three times"

Jones & Lamson: "We often repeat ads—but not to save money"

B. F. Goodrich: "There is no reason why the ad must change"

Four Roses: "Handled well, repetition builds a cumulative effect"

American Optical: "We find this can be done without loss"

It's an old American tradition to throw away things before they have really been used up. If it's old—get rid of it, no matter how much wear is left.

Much of your job as a sales executive is to create this psychological obsolescence in the minds of consumers.

But you also know that your salesmen don't discard a good sales talk just because it's been repeated for some time. As long as a certain combination of words keep those order

books filled, salesmen stick to them. The answers only become obsolete when they don't satisfy the questions.

Many companies use this same philosophy when it comes to print advertising. If the advertisement pulls—repeat it.

In 1949, Jones & Lamson Machine Co., Springfield, Vt., created a turret lathe advertisement. It has run over 100 times without change ever since (except for a signature format once) in many metal working business papers.

Here's the cost breakdown on the original advertisement:

Artwork, retouching, photostats .....	\$ 79.70
Original plates (2 color) .....	\$154.92
3 sets blocked electros ..	\$ 63.71
Composition & Proofs ..	\$ 22.08
235 reprints .....	\$ 24.74
Total .....	\$345.15

Has it paid? — See page 106.

### How to Get the Most Out of Repeat Ads—The I.C.S. Way

Probably the patriarch of the repeat advertisement users is the International Correspondence Schools, Scranton, Pa. In the 65-year history of I.C.S. advertising, thousands of I.C.S. advertisements have been repeated—many covering periods of 10 years or more.

I.C.S. places more than 1,000 magazine insertions each year. T. C. McDermott, director, advertising and sales promotion, says:

"Economically, at least, it would be impossible to fill each of these insertions with new copy. The backbone of I.C.S. advertising is . . . the ad that has proved itself time after time. Currently, there are approximately 30 such 'winners of record' in the I.C.S. 'stable.' One of these . . . dates back to 1947."

Over the years, I.C.S. and McDermott have evolved these general principles governing the repeating of advertisements:

1. A repeated advertisement is most effective when

it is given a "cooling off period" of three to four months.

2. Repeating is no guarantee of equivalent performance. The position of the advertisement in the magazine and the time of year are extremely important factors that affect performance.
3. No one type of advertising or approach is more conducive to good repeat performance than another. An I.C.S. advertisement featuring the promotion-ridden Arthur Godfrey had one of the longest, most successful runs in I.C.S. history.
4. A good advertisement can be repeated as many as 20 to 30 times, and over a period of five to 10 years, before it can be considered worn out.
5. Human nature never changes, but fashions and advertising techniques do. Often a face-lifting is all that is needed to rejuvenate an old ad.

Jordan D. Wood, J & L's manager of advertising, chased down one inquiry (the average is four for each insertion). The advertisement had brought a \$15,000 order.

Says Wood: "We often repeat ads—but not to save money. If it performs, it may repeat. If not, it doesn't."

Jones & Lamson found it had a story which sold; so it has repeated the same story. Some company's have different or changing stories to tell; but tell each one with the same format or theme.

In 1955, Columbia Records, Bridgeport, Conn., began a campaign

with the theme, "The Sound of Genius." Format was a large candid shot of the featured artist with two small blocks of copy and a signature underneath. Columbia stuck with this format for two years. Then in January of this year, as other record companies were exhibiting a fondness for that steady format, Columbia pulled a switch.

The term, "The Sound of Genius," has been retained but the format has been altered. This new repeated format presents anywhere from three to six or more artists in the same advertisement with alternating black & white, column-width panels devoted

to each artist. Candid photos on the top of the layout show a wide variety of musical styles. Composer-conductor Leonard Bernstein may be featured next to blues singer Jimmy Rushing; jazz pianist Erroll Garner beside the elegant Noel Coward.

Columbia's objective back in 1955 (and it's still being fulfilled by repeat format and theme advertising) was a "stable, dignified campaign that would accumulate, along with the individual sales promotions for new releases, a sense of label consciousness."

Westinghouse Electric Corp., Pittsburgh, has "had a policy for years regarding the repeating of advertising in the industrial publications," according to S. G. Symons, manager of media. He says: "Most of our apparatus ads are planned to run at least three times and we have found that in readership studies, we frequently receive higher ratings on the reruns than on the first appearance."

#### Variations on a Theme

Renault of France, producer of the Renault Dauphine car, believes variations on a theme is its best bet to sell more in the growing foreign car market. Basic layout of the Dauphine advertisements is the same with varied headline, photo inset and copy differences. These advertisements have run (two color) in national magazines such as *Newsweek*, *Holiday*, *Esquire*, and *Playboy*. Black and white adaptations were placed in New York newspapers and the same material has been given to Renault dealers throughout the country for their own use.

Johns-Manville Sales Corp., New York, N. Y., according to Reginald L. Johnson, vice-president, director of advertising, has "frequently repeated advertisements, especially in the trade and technical press where preparation costs are so high in comparison with the cost of space."

"As far as we can tell, the readership is about as high the second time as the original insertion. Naturally, we only repeat an ad which we have reason to believe is a good one."

American Optical Co., Buffalo, N. Y., repeats both trade and consumer advertisements. H. P. Brigham, manager of advertising, reports "we frequently—I might say, almost constantly—repeat certain ads, both in our professional journal advertising and our consumer advertising on our Schiaparelli line. We find this can be done without any loss of effectiveness, so far as we know, and at a great saving in art and mechanical costs."



**nearest thing we know of  
to AUTOMATION in selling!**

**Ellis "Organizer"**

**Here at last is organized  
selling at its peak!**

The Ellis ORGANIZER bag ends fumbling, delays and "lost" items. It speeds each call, keeps its own inventory, gives you a distinct psychological advantage. It commands instant respect, holds customer's interest, organizes your sales presentation, with everything literally "at your fingertips." Write us—please. Today.

**CH Ellis COMPANY, INC.**  
Dept. SM10-57, 134 S. Pennsylvania St.  
Indianapolis 4, Indiana

Makers of sales tools carried by  
Star Salesmen Coast to Coast.



Write today for full information on ordering special cases. Our data sheets on standard cases make it easy for you to sketch special cases. We welcome your order on any reasonable quantity.



SYMBOL  
OF  
QUALITY

The Lamson & Sessions Co., Cleveland, O., machine products manufacturer, is another "if it's a good message, keep it alive" advocate. Lynn Schnoor, advertising and sales promotion manager, says "it would be safe to say that we have always repeated about 50% of our ads. (Latest Brad Vern Reports figures credit L & S with 66 advertising pages in 29 magazines for the first four months of 1956.)

"This year the percentage is considerably higher. . . . We find that it is quite worthwhile to repeat a good ad and some of our currently scheduled ads are two years old."

For eight years, Revere Copper and Brass, Inc., New York, N. Y., has repeated its "Business in Motion" theme; different case histories are told within the same format. The campaign has proved so successful that Revere considers it almost a trademark.

Recently the company took 20 of these advertisements and incorporated them into a booklet with a place on the cover for a salesman's calling card.

B. F. Goodrich Co., Akron, O., also believes in "repeating ads that score well in continuing advertising surveys conducted for the company," says H. W. Maxson, director of public relations.

"We are constantly repeating ads and have done so for many years. . . . The kinds of ads that best lend themselves to repeating are those that describe products, or selling features of products. Since these selling features usually don't change from month to month there is no reason why the ad must change. . . ."

#### Fifteen in a Row

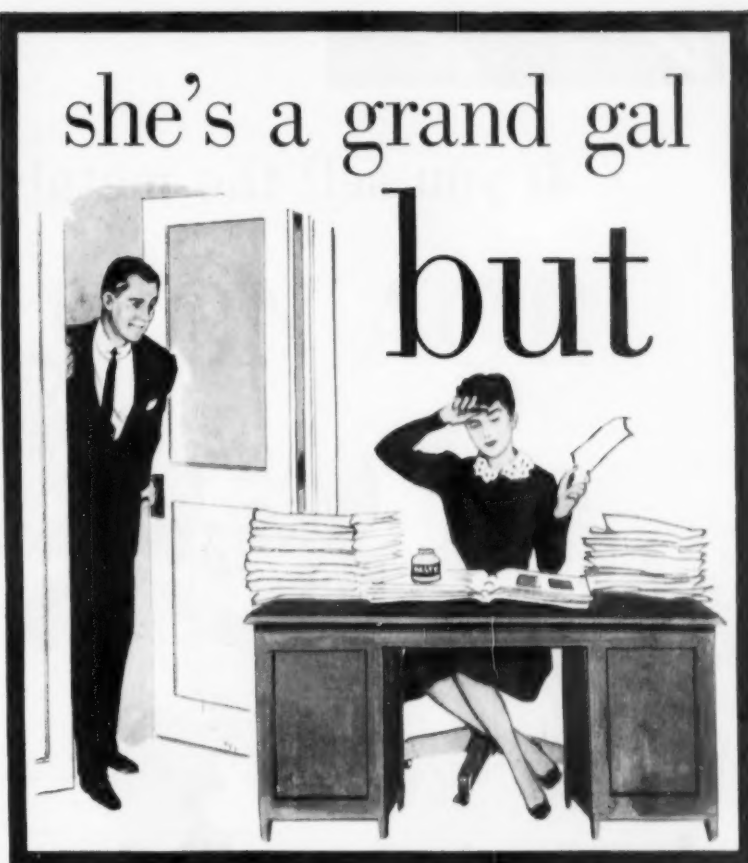
For the fifteenth time, Four Roses Distillers Co., New York, N. Y., this year engaged in its summertime "Ice Cake Campaign," in print media and sales promotion.

This is one of the most popular and imitated repeated themes in advertising, in the opinion of Chris W. Carriuolo, Four Roses national sales promotion manager. He says "there are millions of consumers who say it wouldn't seem like summer without the famous Four Roses cake of ice."

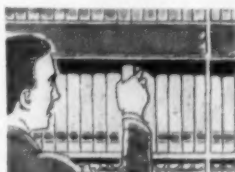
Ice Cake advertisements were scheduled in *Life*, *Look*, and *The New Yorker* and adapted as newspaper advertisements for publication in major papers nationally.

"Handled well," says Carriuolo, "repetition builds a cumulative effect which can be attained in no other way. Handled badly, repetition can be a deadly bore and a deadly promotion agent."

The End



**ACB CAN DO A BETTER JOB** We doff our hat on many, many tasks to Miss Friday—your *very* efficient secretary. But our gallantry ends when it comes to such things as newspaper scrapbooks . . . specified tearsheets . . . paste-ups for salesmen. And you can be sure your Miss Friday will welcome it when ACB takes over these jobs which they handle so expertly!



**Scrap book Service:** You specify what newspaper advertising you want in scrap book, either your own or competitive and ACB will provide the ads and service them in compact looseleaf scrap book.



**Tear Sheet Service:** Tear sheets are the basis of all research in newspaper advertising. ACB can furnish tear sheets containing advertising of any specified dealer or national advertising appearing in dailies!



**Paste-Ups for Salesmen:** This service reports the advertising in specified localities for your salesmen and gives them basic facts and visual evidence of such advertising. Encourage more dealer cooperation.

**Additional Services:** 11 additional services are available. Described in ACB Catalog sent free on request, or contact nearest ACB office.



**The Advertising Checking Bureau, Inc.**

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave. • Columbus (15) 28 South Third St. • Memphis (3) 161 Jefferson Ave. • San Francisco (5) 51 First St.

**ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER**

✓ CHECK CHILTON

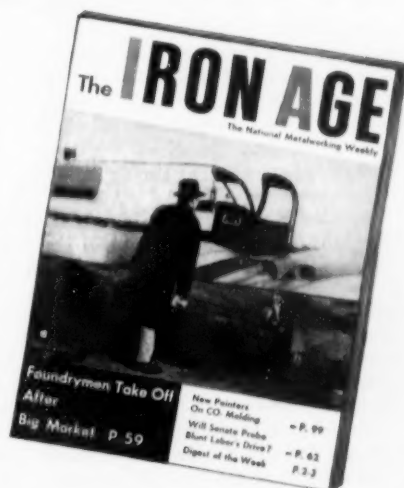
If you sell the metalworking industry



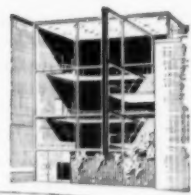
... you can sell best in  
.....

# The IRON AGE

... serving America's tremendous and ever-growing metalworking and metal producing industry. The only publication in the industry entitled to fast "newspaper" delivery, The Iron Age keeps key metalworking executives constantly informed on industry developments, engineering and production trends, markets and prices. Its editorial appeal is horizontal—of interest to administration, engineering-production, and purchasing executives. It offers readers more than 3600 pages of metalworking news and features each year, painstakingly gathered, evaluated and presented by specialists in 16 major news areas and by a staff of 20 full-time, topflight editors. With a fast-increasing circulation that is now more than 50,000, it covers the 20,000 metalworking plants having 20 or more plant employees—97% of the nation's buying power in that field. It blankets every important segment of the metalworking industry, with heavy concentration among key buyers and specifying executives.



The Iron Age is published by Chilton Company, one of the most diversified publishers of trade and industrial magazines in the country—a company with the resources and experience needed to make each of 15 publications outstanding in its field. In keeping with Chilton policy, the experienced and competent staff of The Iron Age devotes full time to the field the publication covers, striving for editorial excellence and strict quality control of circulation. In achieving both objectives, it has earned the confidence of readers and advertisers alike.



## Chilton COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania



CHILTON PUBLICATIONS: Department Store Economist • The Iron Age • Motor Age Spectator • Automotive Industries • Boot and Shoe Recorder • Commercial Car Journal Butane-Propane News • Electronic Industries • Jewelers' Circular-Keystone • Hardware Age Optical Journal • Hardware World • Gas • Distribution Age • Chilton Book Division

# Weather Bureau Eager, But Business Wants Fancier Goods Than Meteorologists Have in Stock

One man's freeze-up or heat-wave bonus is another man's disaster. Weather makes or breaks sales for thousands of companies. Scientists and business men alike yearn for the day of more accurate and longer-range forecasts.

Today the services businessmen most insistently demand of the Weather Bureau are those it can't provide. To a weatherman, this is a mark of success. It shows that the Bureau is so good that people expect improvement.

At one extreme is a request by Frigidaire. Could the Bureau forecast how much and in what direction the weather will depart from normal between 1960 and 1977? With that information, time could be spent more usefully by the designers who will sketch the appliances that have not yet been invented.

The other extreme is exemplified by a large restaurant. Each afternoon, it needs to know the next day's weather between 11:30 A.M. and 2 P.M. Rain draws the sandwich trade from the building upstairs but keeps away those who walk blocks for the meat dishes based, according to the advertising, on century old family recipes.

Between such extremes lies the

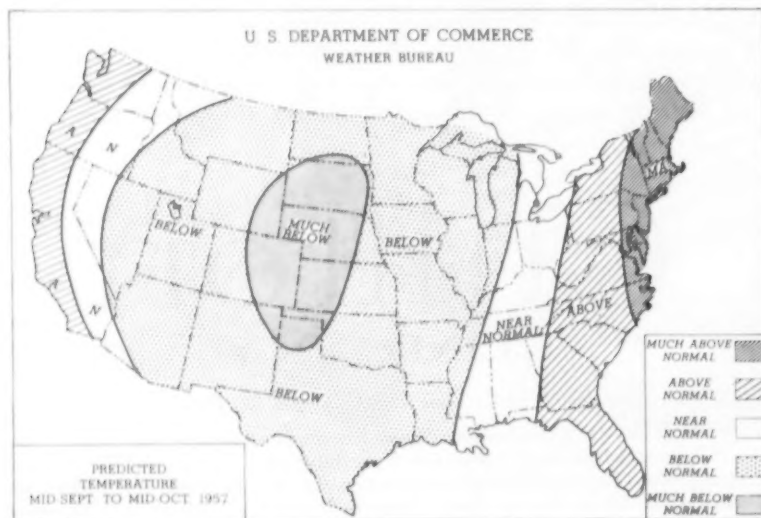
Bureau's Thirty-Day Outlook, offered to subscribers at \$4.80 a year and published "on or about" the first and fifteenth of each month. It provides neither the long term forecasts for which production departments yearn nor the precise hour-by-hour charts that would tell a ball park concessionaire how to divide his ante between hot dogs and cold drinks. If the Weather Bureau were a private company, the Outlook might be mistaken for bait advertising. After seven years of publication, it excites wonder. Businessmen who ask about it are often advised that what they really need is one of the Bureau's other services or, should there be nothing in stock, to consult a private meteorologist. Each issue warns:

"The Outlook will be most useful when interpreted and applied by an expert. In any case, it should be kept in mind that nearly always there are changes in the weather every few days, sometimes of a sudden and severe nature."

For all of the Bureau's cautions, the Outlook serves around 4,000 companies and individuals, most of them repeat subscribers. Salesmen of such products as air-conditioners quote it superfluously to their customers; bottlers furnish copies to the soft drink companies they supply. U.S. News and World Report several years ago started to publish it regularly and quickly was copied by publications in the construction, road building, retailing, agricultural and other fields. Some grain speculators swear that it often prompts their buying and selling orders.

The cover of the four-page Outlook shows two maps of the United States, one of which pictures temperature and the other precipitation. On the temperature map are five shadings, each as if swept out by a wide brush leaving incredibly smooth boundaries between zones: "Much Above Normal," "Above Normal," "Near Normal," "Below Normal," "Much Below Normal." The rain map, in turn, shades in "Heavy," "Moderate," "Light."

The back page makes the vague captions precise, "too precise," according to a weatherman, "to believe." Beside each city is the average temperature for the month and below this average four numbers, which



NOT MANY BUSINESSES are as hazardous as weather forecasting. But the scientists are getting better all the time. When pressed, they say the 30-day forecast, 60% of the time, is more accurate as a base from which to work than forecasts based merely on weather records. The Bureau muffed its July 1 forecast, but hit the mid-July to mid-August drought in the East right on the nose.

Maps shown were issued September 15. Here is the accompanying summary:

The Weather Bureau's 30-day outlook for the period mid-September to mid-October calls for temperatures to average above seasonal normals east

## By JEROME SHOENFELD

define the variations. Thus, the early July Outlook put the Chicago average at 74.6 and below that figure showed this array:

-0.9 0.5  
-2.7 2.4

Chicago was in the "Above" zone. For that city, "Above" started with 0.5, the upper right-hand figure, added to 74.6, i.e. 75.1, and ended with 2.4, the lower right-hand figure, added to 74.6, i.e. 77.0 To estimate "Below" or "Much Below" temperatures, like calculations are made with the figures in the left-hand column. There is a duplicate explanation for rainfall, in this case giving two numbers: 3.65 on top and below it, 2.49. Rain below 2.49 is Light, above 3.64 Heavy and between Normal.

No weatherman, in or out of the Bureau, considers these figures certain guides. They are the mere results of feeding numbers into computing machines. "Near Normal," "Above Normal" and "Below Normal" are defined to comprise one-fourth each of the recorded temperatures; the two extremes divide the remaining fourth. When the ranges turn out to be narrow, as they did for Chicago, the forecast is not trusted. Neither is reliance placed on the forecast for a city that is close to the edge of a temperature or a precipitation zone.

of the Appalachians with greatest departures along the North and Middle Atlantic Coast. Below normal temperatures are expected to prevail from the lower Mississippi Valley and Western Great Lakes Region westward to the Plateau States. In unspecified areas, near normal temperatures are in prospect, except for above normal along the West Coast.

Precipitation is expected to exceed normal over the eastern third of the nation, but be subnormal west of the Continental Divide. About normal amounts are indicated in the central third of the country. By the time this issue reaches you, you can judge accuracy of this forecast for your own area.

These strictures come not from outside critics, but from Bureau scientists for whom longer term forecasting is a mission.

A company seriously fitting its operations to the weather doesn't use the Outlook alone. It might be introducing a product—electric blankets, say—whose sales depend on temperature.

First, it must build a dealer organization, with particular attention to areas with cold winters. Both the Bureau and private practitioners advise reference not to forecasts, but to weather records, city by city. The company probably would want average and minimum night time temperatures during the sales season. Bureau records for major cities go back for decades and there is enough IBM equipment to supply highly specified requests quickly—always at cost. A hired weather consultant does better than an amateur in deciding exactly what records to ask for.

### Forecast Can't Help Everyone

Later, the manufacturer wants to know whether to build up and distribute stocks for a mild or bitter winter. The Outlook tells him much but not enough. If it shows "Much Below" for cities where it's normal to shiver, high production and distribution are indicated. But the forecast is for only thirty days, and so does not help a company whose production season starts, say, in August, and its selling season in November.

The Thirty Day Outlook is useless in placing day-to-day advertising because, as the Bureau emphasizes, weather can change many times in thirty days and still fulfill the fore-

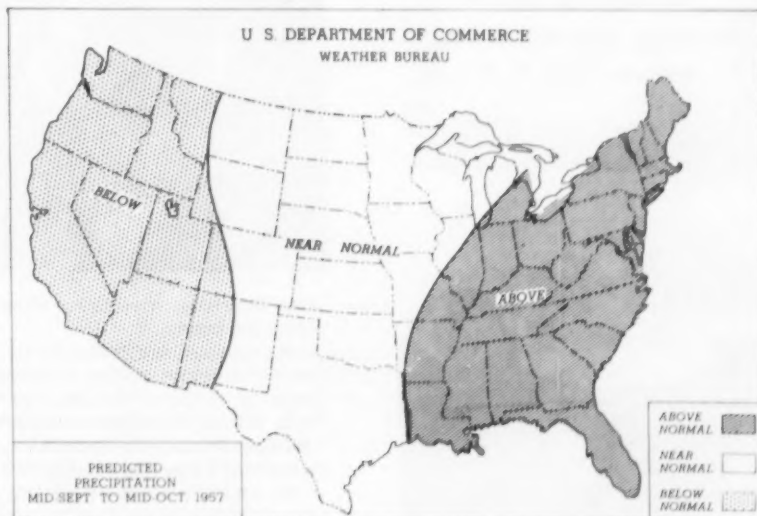
cast. But on Monday and Thursday, the Bureau makes five-day forecasts, which TV and radio stations relay. These with the familiar daily announcements advise window decorators whether to display raincoats or beach accessories.

People want too many kinds of information about weather for the Bureau to give it to them directly. Middlemen are necessary. A local Bureau man will answer a few general questions but, pressed too often for too fine detail, will impatiently explode, "Say, you should get your own meteorologist!" Somewhat more formally, Washington officials answer letters which paraphrase that exclamation.

Weather troubles of milk companies call for something beyond the brief Bureau forecasts. If a snowstorm interrupts early morning deliveries, accidents costing several thousands of dollars will occur. On the other hand, it is expensive to hire a dozen men to put chains on all the trucks, only to have them drive through softly melting sleet.

A hot Friday night keeps the Rock Creek Gingerale Company trucks busy for almost a week supplying the Washington area supermarkets. Temperature in the high eighties between 8 P.M. and 10 P.M. tells shoppers to buy by the case rather than by carton or by carton rather than bottle. It takes four or five days to restock the stores. Even if the Outlook says "Below Normal," Rock Creek keeps production high all summer. A Below Normal average can't exclude a high ninety week-end.

Local Governments would like timelier advice than the Bureau provides free. From autoists, Virginia



**NOW IN  
ROANOKE  
and Western Virginia  
WDBJ-TV**

presents



followed by

**the EARLY SHOW**

Famous Feature Movies



**Monday through Friday  
4:00 to 6:05 P. M.**

Your Peters, Griffin, Woodward  
"Colonel" can give you the full story con-  
cerning participations. Call him now!

**WDBJ-TV**  
Channel 7

**ROANOKE, VA.**

Owned and operated by  
the Times-World Corp.

collects revenues which snow inter-  
rupts. Washington, D. C., is always  
unprepared for a snow-storm; more  
than once, snow has closed down the  
District Government and the Na-  
tional Government including the  
Weather Bureau's central office. All  
summer, police departments needed  
but didn't buy better timing of base-  
ball weather forecasts.

The air-conditioning industry needs  
what it won't get for several years—  
an early June forecast for the whole  
summer. Last year, a hot June swiftly  
piled up dealers' inventories, which  
cooler summer months failed to dis-  
tribute; the same thing may have  
occurred this year. The Thirty Day  
Outlook, which everybody in the in-  
dustry studies, guides reordering. To  
know when to advertise, the dealers  
need five day forecasts more precise  
than those the Bureau furnishes.  
These do not say whether torrid day-  
time temperatures will be followed  
by refreshing evenings, in which case  
—no boom. Neither do they foretell  
the three successive nights of insur-  
ferable heat that can clear out the  
stock.

Some industries that are affected by  
weather pay little attention to it.  
From the weather, a doctor can tell  
what his patients will complain about.

Drug manufacturers follow the sea-  
sons but no more. Neither do the  
drug chains guide their purchases of  
cold tablets and the antibiotics pre-  
scribed for flu by next week's weather.

Several years ago, just after Sec-  
retary of Commerce Weeks, who was  
new to his office, cut the Weather  
Bureau appropriation, hurricanes  
slashed into the New England coast.  
Fellow Bostonians sorrowfully re-  
proached or angrily attacked him.  
Then the signal system was vastly  
improved. Warnings come early  
now. But such promptness irritates  
the whole East Coast resort industry,  
which loses patronage on many days  
of good beach weather while vaca-  
tionists await the arrivals and de-  
partures of storms. On the other  
hand, a scary warning raids the gro-  
cery stores for candles and for canned  
goods not dependent on freezers.  
Private practitioners are tempted to  
forecast for their own clientele the  
public forecasts by the Bureau.

Over the past several years busi-  
ness has become more conscious, not  
of weather, but of forecasting. This  
awareness converges on the advertis-  
ing department of a newspaper. In  
Washington, the Sunday classified  
sections carry pages of offers of sec-  
ond-hand furniture, play-pens, baby

Beech-Nut Gum is

**SOLD  
ON  
SPOT**

as a basic  
advertising  
medium.

Jim Parker, Advertising Manager of Beech-Nut Life Savers, Inc.,  
makes the point:

"Using regions where its distribution is already established as a springboard,  
Beech-Nut Gum is making a national splash. Only SPOT RADIO gives the  
frequency required for such a tremendous job at such reasonable cost.  
To its extensive and continuing schedule in the top 50 markets, and to  
NBC Spot Sales' radio stations in every  
market where they play a part, goes much  
of the credit for the overwhelming suc-  
cess of the Beech-Nut Gum campaign."



**NBC SPOT SALES**

carriages, carpets, vacuum cleaners. The forecast of a rainy week-end raises volume: families with something to sell expect to be staying home. The papers keep more clerks downtown to take orders. In good weather, people househunt. Builders await the late afternoon forecast, before they decide whether to place a four or a single column ad.

Companies that try seriously to out-smart the weather hire their own forecasters, sometimes as salaried employees and sometimes as free-lance consultants. A personable weatherman may not only forecast for his client but, with his diagrams and maps, put on a lively TV show for it to sponsor. If TV becomes his main job, another weatherman must watch the signs.

In Washington, Louis Allen Associates, weather consultants, recommend routes for steamers crossing the Atlantic — sometimes the cheapest, sometimes the safest, sometimes the most comfortable. To avoid storms, trans-Atlantic ships often take a well travelled southern route. Subject to radio-directed amendment, Allen may plot one that goes through the expected storm area but skips the storm. Each midnight, he delivers to the Washington Gas Light Co. an hour by hour temperature chart for the next twenty-four hours. At low temperatures, a drop of one more degree causes a substantial rise in the amount of gas used.

#### Weather-sensitive Markets

A new profession is developing, one which combines weather and market analysis. At present, because few are adept at both, such work is done by groups. A beer company wanted to analyze its sales. The weatherman hadn't the slightest idea of how to make sure that his results excluded factors other than weather—price, effects of advertising, etc. The marketman couldn't ask sharp weather questions. It didn't occur to him to chart not only temperatures but also both sharp and gradual changes, lengths of periods in which minima stayed high, and wind velocities. A good breeze can kill many a sale.

Between the Bureau and the private operators, there is a kind of polite antagonism which both describe as "cooperation." The Bureau often tells companies to buy weather advice. Practitioners readily acknowledge that without the Bureau, which supplies their data, they'd be sunk. But some practitioners make claims the Bureau is wearily convinced they can't deliver—such as one and two year forecasts. Practitioners, in turn,

are irritated that the Bureau continues to supply some industries with the detailed advice they think ought to be paid for.

By agreements between the Bureau and the states of California and Florida, citrus growers get hour-by-hour forecasts of the sort utilities buy. A grower must protect his crop against frost; he can by heating the fields. An unlikely cold wave of several weeks would raise his fuel bill above the value of the crop; two or three nights of 20 degree weather, on the other hand, would be worth guarding against. Growers get information sufficiently detailed for close calculation. Like advice is given to cranberry growers in New Jersey, Wisconsin, Michigan and other states.

#### Bureau Advises Cattlemen

To avoid weather that might sicken or kill their herds, cattle shippers must know when to ship and by what routes. The Bureau tells them. It helps the apple growers in the northwest, and tells hay farmers when to cut.

Private forecasters are jealous of this business. But any Secretary of Commerce who tried to suit them would call down upon himself the most articulate and voluble voices in Congress and, in the end, would resume the services. The Weather Bureau started as a branch of the Department of Agriculture.

The long term forecasters, providing thirty day outlooks, experimenting with seasonal ones, and, most important, conducting research that may tell the weather years in advance, have in common with day-to-day forecasters little more than places on a payroll. One group consists of long-hairs, visionaries who write papers for scientific journals; the other of men who think of themselves as practical.

The Outlook men resemble stock-market chart readers. In their own charts of planetary winds and solar radiations, they, like market chartists, look for patterns which they expect to repeat—and which do.

Finally, within the Bureau are men trying to create a science of weather. To the weather they apply all the remotely relevant laws of physics, which they translate into computer code and whose effects they study. They are looking, not for one more forecast or a series of them, but for a theory of weather. If they find one, forecasting will gain in accuracy and range what it loses in drama. Some Isaac Newton who does not work for the Bureau may beat them to it.

The End

IN LOS ANGELES  
THEY SAY  
"TIMES, FIRST OF ALL"



**\*Building  
Suppliers &  
Contractors  
place 62.3%  
of ALL their  
Los Angeles  
metropolitan  
newspaper  
advertising  
in The Times**

(Media Records,  
1st six months of 1957.)

Building and construction indices in Los Angeles consistently show strong upward trends. Local suppliers and contractors look to The Times to keep their business healthy. The bulk of their lineage is in this one newspaper.

LOS ANGELES  
**TIMES**

Represented by Cresmer & Woodward  
New York, Chicago, Atlanta, San Francisco, Detroit



## Swift and Hotpoint Team Up To Stage Commercial Cookery Profit Clinics

The events are sponsored locally by utilities. They provide idea opportunities to demonstrate to groups of key people concerned with problems of mass feeding. This month there will be 33 "shows." Results are excellent.



This week, down in the State of Virginia, a sizable number of men and women who feed people in the mass are participating in Professional Cookery Profit Clinics.

These events are sponsored by the Appalachian Electric Power Co. in collaboration with Hotpoint and Swift & Co. They've been going on all summer.

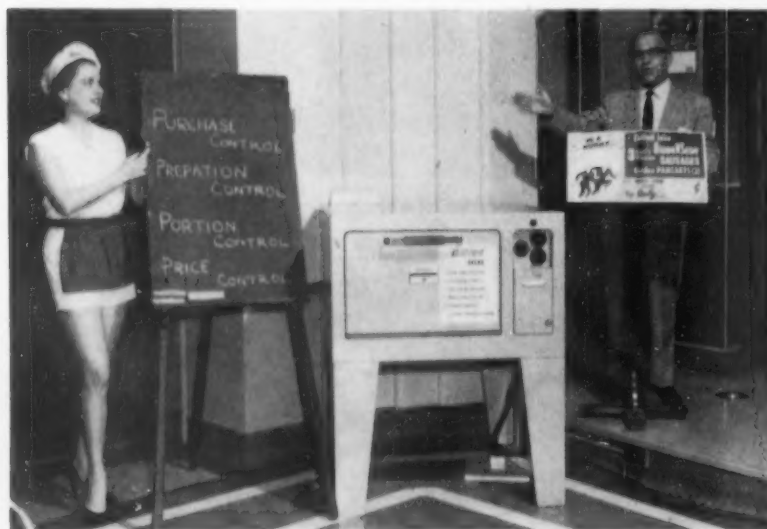
A proven load-builder for the commercial cooking kilowatt, PCPC is a promotional activity planned to

gather food service operators at a former presentation—featuring entertaining and informative demonstrations—and followed up with a hard-hitting sales campaign.

Hotpoint Commercial Equipment Department has originated many successful promotions of this type for presentation by utility companies: Restaurant Idea Roundup, Nos. I, II, and III, the Mark 313 Open House, French Fry Fiestas, Fryarama, Pizza-Rama, each drawing large cus-

tomers audiences and resulting in appreciable new load building for the utilities.

Now Hotpoint, in cooperation with Swift & Co., has developed this new promotion for utility sponsorship. In a 10-city Ohio tour, almost 3,000 members of the food service industry watched demonstrations of what Hotpoint calls "revolutionary ideas." PCPC is literally a program with meat, devoted exclusively to meat. Swift & Co. experts present their new



**HOTPOINT'S TITLE, "Professional Cookery Profit Clinics"—or PCPC—is also turned into an impressive point by Swift. Here sales promotion man Rollie Line tells how customers can control Purchase, Preparation Portion, and Price by using the firm's ready-cut frozen meats.**



**COOKERY CLINIC** star Dean Skall, of Hotpoint, tells the audience what to expect, then gives it to them. He demonstrates cooking with Hotpoint commercial cooking equipment, using Swift meats. Shows are sponsored locally.



**TAKING A GOOD LOOK** at the results of Skall's culinary efforts, the audience voices approval for the meat (in this case hamburgers) and the equipment. It can be assumed that the men in the audience also liked model Ruth Ball.

line of precision-cut frozen meats, and Hotpoint men demonstrate the latest techniques of meat cookery on modern, precision cooking machines.

First indication to Hotpoint executives that they should tie in with Swift came when that meat packer produced a film for the restaurant industry titled: "Controlling Costs with Portion-Cut Meats." Since the research kitchen at Swift's is equipped with Hotpoint commercial cookery installations, the latter felt it "just had to get into the act."

Hotpoint's Dean Skall worked three months with Swift's Rollie Line, putting the road show together. The program is designed to give the Swift men the chance to talk about portion-cut meats and then the Hotpoint man or team demonstrates their cooking. All shows are sponsored by the regional utility company in co-operation with local dealers. They have an average audience of 200, made up of dietitians, school lunch officials, inplant feeding executives, hotel, restaurant and hospital people.

Skall always stars in the stage shows when high level attendance is the order, but to aid distributors in their presentation, Hotpoint provides them with a plan book devised so that he can put on his own show with the local Swift man.

The Hotpoint-Swift road show has become so popular that it is expected to have 33 play dates throughout October in 12 states east of the Rockies.

(continued on page 116)

**GETTING THE TECHNIQUE** (and a sales presentation) from Hotpoint and Swift representatives, these people learn many things they themselves will use later. Shows have an average audience of 200, made up of dietitians, school lunch officials, inplant feeding execs, restaurant and hospital people.



## Cookery Profit Clinics

(continued from page 115)

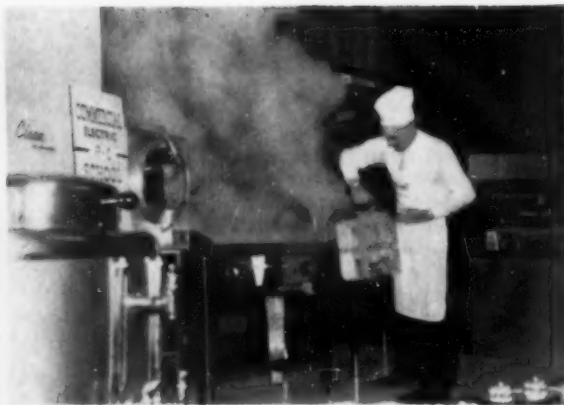
**HIGHLIGHT DEMONSTRATION** is the "ice block test." A block of ice is put atop a Hotpoint griddle; when it is removed, a full load of hamburgers is griddled at recommended time and temperature. Hotpoint says this test would put a gas griddle out of commission quick. Hotpoint cooks 'em.



**FOOD SERVICE OPERATORS** register and receive badges for the clinic from model Margaret Mitchell. The Hotpoint-Swift road show, sponsored by regional utility companies in cooperation with Hotpoint dealers, has scheduled 33 playing dates this month in 12 states east of the rockies.



**TIME TO EAT:** After watching the way Hotpoint's Dean Skall cooks the Swift's meat on the Hotpoint griddle, the audience falls in line to give it a taste.



**A STEAMING GRIDDLE** spews steam all over the stage as Skall removes the cake of ice in the "ice block test." Here an iceman, he next turns chef.

**CARD 1 - POPULATION AND INCOME**

STATE	COUNTY	CITY	POPULATION				BUYING INCOME				
			TOTAL	% OF USA	FAMILIES	PER FAMIL.	% OF USA	PER CAPITA	PER FAMIL.		
1	1	1									
2	2	2									
3	3	3									
4	4	4									
5	5	5									
6	6	6									
7	7	7									
8	8	8									
9	9	9									
0	0	0									

**CARD 2 - INCOME DISTRIBUTION**

STATE	COUNTY	CITY	NUMBER OF SPENDING UNITS						AVERAGE INCOME \$ PER UNIT
			UP TO \$2,499	\$2,500-3,999	\$4,000-5,999	\$6,000-9,999	\$10,000 AND OVER	UP TO \$2,499	
1	1	1							
2	2	2							
3	3	3							
4	4	4							
5	5	5							
6	6	6							
7	7	7							
8	8	8							
9	9	9							
0	0	0							

**CARD 3 - RETAIL SALES AND BUYING POWER INDEX**

STATE	COUNTY	CITY	RETAIL SALES			BUYING POWER			POPULATION		
			TOTAL	% OF USA	PER FAMIL.	% OF USA	POTENTIAL	FAMILIES	% OF USA	% OF USA	
1	1	1									
2	2	2									
3	3	3									
4	4	4									
5	5	5									
6	6	6									
7	7	7									
8	8	8									
9	9	9									
0	0	0									

**CARD 4 - COMPONENTS OF RETAIL SALES**

STATE	COUNTY	CITY	RETAIL SALES - TEN STORE GROUP						
			GENERAL	APPAREL	FURNITURE HOME FURN.	AUTOMOTIVE	BAKELAR	WOODEN, BLDG MATERIAL, HOME	DRUG STORE
1	1	1							
2	2	2							
3	3	3							
4	4	4							
5	5	5							
6	6	6							
7	7	7							
8	8	8							
9	9	9							
0	0	0							

**CARD 5 - EMPLOYMENT IN SERVICES**

STATE	COUNTY	CITY	EMPLOYMENT IN SERVICES						
			ALPHABETIC COUNTY	WHOLESALE SALES	FINANCE AND INSURANCE, REAL ESTATE	REPAIRS	CONSTRUCTION	MANUFACTURING	PUBLIC UTIL.
1	1	1							
2	2	2							
3	3	3							
4	4	4							
5	5	5							
6	6	6							
7	7	7							
8	8	8							
9	9	9							
0	0	0							

**CARD 6 - EMPLOYMENT IN MANUFACTURING**

STATE	COUNTY	CITY	EMPLOYMENT IN MANUFACTURING									
			FOOD AND KINDRED PRODUCTS	TEXTILE MILL PRODUCTS	APPAREL PRODUCTS	LEATHER, EXCEPT FURNITURE	FURNITURE AND FIXTURES	PAPER AND ALLIED PRODUCTS	PRINTING AND PUBLISHING	CHEMICAL PRODUCTS	PETROLEUM AND COAL PRODUCTS	OTHER
1	1	1										
2	2	2										
3	3	3										
4	4	4										
5	5	5										
6	6	6										
7	7	7										
8	8	8										
9	9	9										
0	0	0										

**CARD 7 - EMPLOYMENT IN MANUFACTURING**

STATE	COUNTY	CITY	EMPLOYMENT IN MANUFACTURING									
			RUBBER PRODUCTS	LEATHER AND LEATHER PRODUCTS	STONE, CLAY AND GLASS PRODUCTS	PRIMARY METALS	FABRICATED METALS	MACHINERY EXCEPT ELECTRICAL	ELECTRICAL MACHINERY	TRANSPORTATION	INSTRUMENTS	MISCELLANEOUS
1	1	1										
2	2	2										
3	3	3										
4	4	4										
5	5	5										
6	6	6										
7	7	7										
8	8	8										
9	9	9										
0	0	0										

## Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the May 10, 1957 SALES MANAGEMENT Survey of Buying Power to your own market areas.

Market Statistics, Inc. will prepare these IBM analyses for you quickly. Or if you have your own IBM installation, you can prepare them automatically in your own office, as do over 200 leading companies today.

In addition to the factors shown above, many other specialized indexes are available on county cards; Index of Urban Demand (for styled

merchandise), Index of Office Equipment Demand, Index of Resort Activity, Growth Factors (to isolate areas of rapid or slow growth) TV homes as of January 1, 1957, plus all major Census marketing benchmarks (age, distributions, etc.)

It is only necessary to determine what factors (or combinations thereof) would reflect demand for your product. If you have any questions on this, you may without obligation consult with our staff for correlation studies of your own sales to isolate your key marketing factors.

## MARKET STATISTICS, INC.

RESEARCH CONSULTANTS TO SALES MANAGEMENT MAGAZINE

432 Fourth Avenue, New York 16, N.Y.—MU 4-3559



RED DOTS FOODS SALES MANAGER Howard J. Poehling (above) is selling potato chip lovers on the idea of buying (4 for \$1) thousands of his new (introduced Sep-

tember 15) plastic potato chip dip trays. Red Dot has discovered that people buy more potato chips when they add a spread to the chip—and some one provides a tray.

## It's the Dip that Sells the Chip

Which policies have helped Red Dot Foods, operating regionally, to grow into its claimed position of No. 3 in national sales: Chip dip tray? TV advertising? 4% of sales for advertising? Decentralized sales management?

Red Dot Foods Sales Manager Howard J. Poehling took a good look this week at the newest "gimmick"—a chip dip tray which he hopes will push the sales of his firm's potato chips, even further into the eight-digit class. Poehling introduced the tray September 15, priced to the consumer at four for a dollar.

The tray is a small plastic dish that comes in black, flame red or chartreuse shades, with a large section for potato chips and a small "well" for tasty "dip" or sauce that Madame Hostess serves with the chips.

In the past five years it's the "dip" that's sold the chip on many of the 202 Red Dot routes, which cover the midwest. Red Dot Foods, Inc., headquartered in Madison, Wis., where the business was started just 25 years ago by Fred and Kathryn Meyer, has used the chip dip tray since 1952

to help sell potato chips, which account for 80% of Red Dot production. Also produced are Red Dot popcorn, caramel popcorn, salted nuts, shoestring potatoes, "Krun-chees", pretzels and pork skins.

Heretofore the tray has been a large two-piece polystyrene plastic dish for the center of the table. But President Meyer, Executive Vice-President William H. Lane, and other members of the Red Dot management team believe the smaller tray is more practical for the hostess, who must always worry about the aftermath of crumbs and soiled tablecloths that follow the party.

The smaller chip dip tray is one more link in a chain designed to pull the Red Dot potato chip sales well over the \$12,000,000 mark for 1957.

By JAMES M. JOHNSTON

That would mean nearly a four million dollar increase since 1956, when sales grossed \$8,332,000 and placed the Madison firm among the first three in the industry.

For ten years the company had been in the multimillion dollar sales bracket. The total for 1946 was \$2,620,449. In 1936, four years after the business began, sales total \$204,954.

From seven sales routes in 1936, the operation had grown to 43 by 1946. By 1956 Red Dot products were sold on 176 routes and today there are 202 routes throughout the midwest.

In its search for the "perfect potato" for slicing into chips, Red Dot owns its own farms and grows one third of all its potatoes on 15,000 acres.

Looking back on this 25th anniversary year for the Red Dot business,

Meyer points out two sales promotion policies that have been particularly responsible for the nearly 600% increase in sales volume in the past decade:

1. The fact that the firm jumped onto the television advertising bandwagon right after 1950, when TV was a big factor in promoting the consumption of potato chips.

2. Promotion of the "chip-dip" idea, which came into its own about five years ago.

Before the 1950's the yearly sales curve for potato chips resembled a plateau with a high "mountain" in the middle, representing the summer picnic months.

The summit might be the week including Memorial Day, July 4, or Labor Day. Good picnic weather on all three days would produce a tripeaked "mountain." But if rain would fall on all three holidays, the dark clouds would assemble, once more, over the Red Dot's home office at Madison, where they often hovered during the firm's infancy, only to vanish before the buoyant optimism of Fred and Kathryn Meyer and other Red Dot executives.

Television, which had become common home entertainment in the midwest by 1950, brought with it the "TV snack." That snack, of course, could be popcorn, sandwiches, peanuts, or anything else tasty. But Meyer and his aides took to the TV set to make that "snack" potato chips.

With an advertising budget of roughly four per cent of its annual sales, Red Dot jumped into the sponsorship of TV shows in the major markets. In Des Moines it sponsored a "Teen-Time Talent Show" (on KRNT-TV) and in Omaha on (WOW-TV). In Indianapolis (on WFBM-TV) it sponsored "Junior Action." A Gene Autry show was sponsored in six markets. And in Milwaukee (on WTMJ-TV) a Jon Hall show, "Ramar of the Jungle", appeared under Red Dot sponsorship.

Red Dot played "commercials" in a spectacular manner, too. A "clown" named Tato, whose picture appears on most Red Dot potato chip boxes and bags, commuted between Milwaukee (on WTMJ-TV) Chicago (on WBKB) and Minneapolis (on WTCN-TV) where he would give spot commercials for the chips.

TV promotion thus managed to boost the sales in the first six months of the year, so the sales curve resembled a much higher plateau, running into the same summer peaks. But after Labor Day the sales curve kept on diving into the low plateau of autumn.



## HITCH your Sales Wagon to AKRON-AREA\* with just ONE medium

### \*BIGGEST ONE-NEWSPAPER CITY IN THE U.S.A.

There's more than tires rolling out of Akron, the world's trucking capital. Chrysler, G.M. Euclid Div'n., Firestone, Goodrich, Goodyear, General, Seiberling, Mohawk are among the big names here in Ohio's most concentrated area of great industrial names. Diamond Match and Quaker Oats, the world's largest fishing tackle factory and one of the largest producers of children's books and of rubber toys are here, too.



### THE BOOM IS ON IN AKRON

Be sure YOU get your share!

\*A \$1,169,000,000 Market with  
COMPLETE Coverage Daily and  
Sunday with ONE Complete  
Newspaper

### Send for Your Copy

### TEN TOP BRANDS IN AKRON SURVEY

A brand new Personal-Interview Survey by Dan E. Clark II & Associates, Inc., reporting the 10 Top Brands in the home and on retailer's shelves; family and market statistics. It's yours — free.



## AKRON BEACON JOURNAL

Ohio's Most Complete Newspaper  
STORY, BROOKS & FINLEY, Representatives  
JOHN S. KNIGHT, Publisher

## A Frank Question to Management:

# Have you really put INCENTIVE in your incentive programs?

A recent survey by Omega reveals that many companies are not realizing the full benefit of their Incentive Programs. They are still awarding merchandise-prizes which are too quickly placed aside and forgotten.

In contrast, the many distinguished companies who regularly award Omega watches have discovered that these superb timepieces are welcomed by their recipients with a special enthusiasm and sense of achievement... particularly when the award is a modern self-winding Omega or a strikingly beautiful ladies' gold or diamond-set creation.

Why not plan to give the watch your favored employees prefer for themselves, the watch internationally renowned as the official timepiece of the Olympic Games and holder of important accuracy records at leading observatories.



Omega offers a complete engraving and trade-mark reproduction service, in quantities. Suitably inscribed, the award of an Omega has permanence and invaluable prestige.

Illustrated:

Seamaster Automatic.....\$100 to \$425

# Ω OMEGA

THE WATCH THE WORLD HAS LEARNED TO TRUST

For free brochure on Omega Award Watches, priced from \$75 to \$1000, and details on how Omega and your local authorized Omega jeweler are prepared to assist you, mail this coupon to Award Watch Division, Omega, 655 Madison Avenue, New York 21, N. Y.

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

INDIVIDUAL \_\_\_\_\_ TITLE \_\_\_\_\_

Estimated number of employees eligible for award watches. \_\_\_\_\_

But Red Dot stopped the plunge approximately five years ago when the firm took up the "chip-dip" idea, which the National Potato Chip Institute had been promoting among food editors all over the nation.

Popular at parties, "chip-dips" immediately boosted the sales of potato chips. The dip is prepared either commercially or by the hostess at home and poured into a bowl and eaten on regular chips, or on the less fragile "dip-chips."

The dairy industry and the makers of onion soup immediately became interested in merchandising the dip. The Milk Industry Foundation reported late in 1956 that sales of sour cream, used in many popular dips, rose more than 11% in 27 market areas during the first nine months of 1956.

The "dip" tie-in lifted the sales plateau on the other side of the "mountain," as potato chips with "dips" became more popular at post-football parties, and at other indoor functions in October, November and December. The Christmas Holidays began to approach the summer holidays in potato chip sales volume.

An allocation of \$50,000 from the advertising budget has been made for promoting the smaller chip-dip tray. That will go for newspaper advertising, spot radio and TV commercials, store promotion and truck signs.

### Group Planning

The firm's advertising campaigns begin with a meeting of the Red Dot account executive of the Arthur Towle Agency, Sales Manager Poehling, executive vice-president Lane, and eight divisional sales managers.

Poehling, who heads the sales force, came to Red Dot in 1945. He opened the La Crosse branch in 1946, and, after service at Mason City, and Cedar Rapids, Ia., and Rock Island, Ill., he came to the Madison home office in 1949 as assistant sales manager. He has been sales manager in charge of operations since 1951 and later took over the merchandising function.

Reporting to the divisional managers are 31 area managers. They supervise the work of 75 branch managers, who have truck routes in their cities.

"The idea is to give these managers instruction and authority, within the limits of company policy, so they can make their own decisions out in the field," says Poehling. "Sales management at Madison can thus be freed from detailed work and devote more time to planning, promotion and co-ordination."

SALES MANAGEMENT

# No. 1

**No. 1 IN CIRCULATION**—For the first nine months of 1957, Ladies' Home Journal circulation will average an all-time high—over 5,450,000!\*

**No. 1 IN NEWSSTAND SALES**—At the newsstands, the Journal continues to outsell—and by a wide margin—all other magazines edited for women.

**No. 1 IN ADVERTISING REVENUE**—For the first nine months of 1957, advertisers invested more money—and by a wide margin—in Ladies' Home Journal than in any other women's magazine. They invested nearly \$22,000,000—an all-time high.

**No. 1 IN IMPORTANT P.I.B. CLASSIFICATIONS**—Ladies' Home Journal continues to lead in advertising revenue among all magazines edited for women in important P.I.B. classifications. To name a few—  
Toiletries & Toilet Goods; Drugs & Remedies; Food & Food Products;  
Household Furnishings; Soaps, Cleansers & Polishes;  
Household Equipment and Supplies.

**No. 1 IN MERCHANDISING**—Ladies' Home Journal continues to lead in merchandising, with continuous and widely used retail promotion services for grocery, drug, appliance, home-furnishings, jewelry and department stores. Each is designed to help retailers sell more Journal-advertised products.

*The No. 1 magazine for women...*

Ladies'  
Home JOURNAL

\*Pub. Est.

A CURTIS PUBLICATION



**The continuing revolutions in today's  
marketing picture  
call for many new strategies**

## in Packaging, for example . . .

*One of the most significant developments in packaging is this . . .*

*" . . . The sales manager is the man who makes most of the final packaging decisions . . .*

*" . . . The primary reason for a package change is to increase sales."*

*As reported by the Folding Paper Box Association from a survey of 307 of the nation's grocery manufacturers.*

*The following packaging concerns are already taking advantage of this development . . . advertising in the pages of*

*Sales Management.*

- The Dow Chemical Co.
- Goodyear Tire & Rubber Co.
- Federal Paper Board Co. Inc.  
National Folding Box Div.  
Morris Paper Mills Div.
- Reynolds Metals Co.
- Lassiter Corp.
- Continental Can Co.  
Robert Gair Div.
- Stone Container Corp.
- Lermer Plastics, Inc.
- Celanese Corp. of America  
Plastics Div.
- Sealright Company, Inc.
- Container Corp.

**Sales Management**

THE MAGAZINE OF MARKETING

New York

Chicago

Santa Barbara

# A Business Gift means more when it's a PARKER!



—and there's a Parker to fit every business use: Promotions . . . Awards . . . Sales Incentives . . . Customers . . . Prospects . . . Employees.

—a Parker to fit every budget: from economical units for wide distribution—to selected prestige pieces for your executive list.

## New PARKER T-BALL® JOTTER® pen

—the only ballpoint that *won't skip* in any normal use, on any normal writing surface. Writes on practically anything with new porous ball . . . puts 166 times more ink at the writing point . . . feeds instantly. Handsomely gift boxed.

**Retail, \$1.95**

**New all-metal T-BALL JOTTER** of brushed stainless steel. **Retail, \$2.95**

## Dramatically new PARKER 61® pen

—the only fountain pen that fills itself by itself . . . it has no moving parts. The first really different pen in years—new in principle, fresh in appearance, unique in performance. *The distinguished prestige gift in the writing instrument field.* Choice of distinctive colors and cap designs.

**Pens, retail . . . from \$20.00**

**Pencils, retail . . . from \$5.00**

**Sets, retail . . . \$25.00 to \$40.00**

Now in Color

## New PARKER JOTTER® Ball Point Desk Sets

—5 different sets for home or office in black and five decorator colors. JOTTER and the fabulous PARKER LIQUID LEAD PENCIL.®

**Retail, from \$2.95 to \$12.50**

Model No. 31-309—  
retail \$2.95

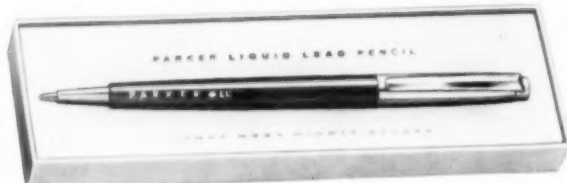
Model No. 32-260—  
with 2 Parker Jotters,  
retail \$12.50



\*TRADE MARK

**THE PARKER PEN COMPANY**

COPYRIGHT 1957 BY THE PARKER PEN COMPANY, JANESVILLE, WISCONSIN, U. S. A.  
TORONTO, ONTARIO, CANADA



**New PARKER LIQUID LEAD® Pencil**—the revolutionary Parker that rolls words on paper . . . has a point that cannot break, never needs sharpening. Writes a clear, smudge-proof, erasable line. Choice of 4 barrel colors. Gift boxed.

**Retail, \$2.95**



**New PARKER PARDNERS**—matched JOTTER T-Ball® Pen and PARKER LIQUID LEAD PENCIL. A brand new two-gifts-in-one idea combining ballpoint economy with LIQUID LEAD convenience. Choice of exciting new barrel colors.

**Complete, retail, \$3.75**

*Special prices for quantity orders*

Mail coupon today for complete information on these items and all other Parker merchandise.

**The Parker Pen Company  
Industrial Sales Department  
Janesville, Wisconsin**

Dear Sirs:

Please have the Parker Sales Representative in my area call on me with complete information on the entire Parker writing instrument line, including quantity discount prices.

NAME .....

COMPANY .....

ADDRESS .....

Once a month the divisional sales managers meet at Madison, and spend at least an hour and a half in training sessions, where they are coached in recruiting, selection and training of their own managers and salesmen.

After the first two months of training the divisional manager will have studied printed helps on personnel problems and will be expected to make most of his own decisions about supervising salesmen.

Problems of personnel, paramount at Red Dot because of the expanding routes and territories, fall to Dr. Philip Q. Sawin, vice-president and personnel director, who also reports to Lane. Dr. Sawin, who has been with Red Dot one year, has served as headmaster of an eastern school and instructs at the University of Wisconsin.

Red Dot salesmen receive salary and commission. The company owns and maintains its own trucks. Division and area managers and supervisors share in a management incentive plan in addition to salary, and salesmen are usually promoted by performance rather than by seniority.

One incentive program that had Red Dot salesmen hopping during the summer was a 16 week contest based on percentage of sales increase, new accounts, "in-store promotion," number of displays and safety. The highest scoring divisional manager and area manager and highest salesmen from each division received a five-day trip to New York with all expenses paid. The wives went along too. Red Dot also gives an annual distinguished salesman's award, and a "merit points incentive" to salesmen.

Marshalling the entire operation,

outside of the potato growing, is Lane, who is general manager and executive vice-president. Lane joined Red Dot two years ago, coming from the Woodman Co. of Decatur, Ga., a package equipment firm of which he was director and general manager.

Of course, "Potatoes Were Cheaper" when the Red Dot business was born. In fact, Fred and Kathryn Meyer probably whistled that same depression-tune which was popular when they exchanged marriage vows in 1931. That was on the QT, of course, because University of Wisconsin students were supposed to stay single. They both had one more year to go.

Faced with the problem of family support in the fall of 1932, they invested \$22 in "Korn Parchies," sold them, and got the ball started. They soon added potato chips, and by graduation time in June, 1932, Fred and Kathryn had an income of \$100 a month—on a part-time distributorship. Not too bad for 1932.

By 1933 Fred and Kathryn purchased two new trucks after borrowing \$1,000 from his father, John Meyer, who owned a grocery store at West Salem, Wis.

Boundaries of the Meyers' business fanned out of Madison to outlying towns as new salesmen and new trucks were added. Five years after the business began, the company's balance sheet showed assets of \$16,947.99, liabilities totalling \$12,773.48 and a net worth of \$4,174.51.

Nearly 1,000 employees serve Red Dot, of which 250 work in Madison. The others work out of the 83 branches which dot 12 midwestern states.

The End



\$12 MILLION in '57 for their 25th year? Mr. and Mrs. (Fred and Kathryn) Meyer in 1938 made their own chips. Now they hire 1,000 people, and sell on 202 routes. Sales last year: \$8 million. Predicted for 1957: \$12 million.



IN LOS ANGELES  
THEY SAY  
"TIMES, FIRST OF ALL"

**\*Breakfast  
Foods and  
Cereals  
Advertisers  
place 61.0%  
of ALL their  
Los Angeles  
metropolitan  
newspaper  
linage in  
The Times**

(Media Records,  
1st six months of 1957.)

Proven media are "musts" for the highly competitive breakfast foods and cereal business. Principal ingredient of its success formula in Los Angeles is The Times, leader in 95 of 114 Media Records' classifications.

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## Tranquilizers Make Drug Industry Nervous

(continued from page 34)

marketing switch that was indicated by slipping unit profit. They left their money on such losers as penicillin and the pioneer miracle drug's wholesale price is now less than 3/10 of a cent for a dose that cost \$20 in 1943. In five years streptomycin's price fell off 97%. Cortisone's tumbled 90% in two years.

Antibiotics makers found themselves shooting earthwards on the earnings roller coaster after a 1951 peak. From this distance it can be seen that 1952 was the strategic year for featuring a hopeful young product with profit margins enabling it to hold aloof from the burgeoning price war in antibiotics and older lines generally. Risk would be high. Only 20% of drugs launched in the past five years have paid off commercially.

But two lean years passed before the early bird's benefits went by default to Ciba Laboratories' Serpasil reserpine; Smith, Kline & French's Thorazine chlorpromazine; and Wallace Laboratories' Miltown meproamate. The Wallace Division of Carter Products (Little Liver Pills) then sold a license to make meproamate to Wyeth Laboratories Division of American Home Products (Chef Boy-Ar-Dee, Sani-Flush). Wyeth came out with Equanil meproamate and its detailmen seized a \$15 million share of the market last year, double the showing of the older, identical twin Miltown.

There are fairly clear indications that companies riding the tranquilizer success train are aboard because—even though they were all late—they took definite steps to get to the station. A "miraculous" label is sometimes pinned on their sales achievements but the miracle would have been if some of the other companies looking in the opposite direction or simply staying at home had caught a ride.

Whatever the merits of buckshot research, its exponents cannot claim tranquilizers as a trophy. It is noteworthy that among the big five drug makers Smith, Kline & French was the only one numbered among the peace pills' three original promoters. Yet the Philadelphia SKF's annual research bill of about \$4 million at that time was smaller than Merck's, Parke Davis', Pfizer's or Abbott's. As a percentage of sales, SKF's research outlay of less than 5% was also

smaller than its bigger competitors' with the exception of the just over 4% spent by traditionally penny-pinching Parke, Davis.

Unlike firms that missed the tranquilizer triumphal march, Smith, Kline & French had early calculated the product fields in which its primary interest lay. Its research activities were focused on hypertension and nervous disorders. Its Thorazine, top-selling tranquilizer with sales of \$25 million last year, was developed by the French firm of Rhône-Poulenc in 1952. The profits void that peace pills were eventually to fill was already yawning at U.S. drug makers' feet. Rhône-Poulenc would have licensed any or all of them to make Thorazine. Only two or three even took the trouble to say "No thanks." Smith, Kline & French picked up exclusive U.S. rights. The company's sales swelled from \$47 million in 1952 to \$104.6 million in 1956. This year's volume estimate is \$112.5 million, of which 8% is being devoted to research—the highest percentage in this research-conscious industry that spends some \$75 million a year in its labs.

"But all the research in the world will not sell a new ethical product," observes Francis Boyer, president of the Pharmaceutical claimant to the initials made famous by Sweden's SKF ball bearing firm, which also has a plant in Philadelphia. "It takes constant promotion to make sure the physicians write prescriptions for it." Boyer turned his sales planners loose on Thorazine even before its uses were fully appreciated. Its value as an anti-vomiting agent was to be featured. But early in 1954 word from Poulenc, Ltd., Montreal, established the drug's success in treating psychotic patients.

The two-pronged attack which SKF then launched on the mental hospital and private prescription fields met its greatest success in the mental hospital market, despite a price advantage enjoyed by another pioneer, Ciba's Serpasil.

SKF's detail men worked within a cramping hospital ritual to achieve the top tranquilizer spot for Thorazine. No one can be "called upon" without the hospital director's or superintendent's permission. Too many lines, too much literature or too many samples for personnel are "not considered desirable." Occasionally, a

small display for the hospital staff's benefit is permitted but the detail man is not supposed to talk to his booth's visitors unless they address him. Smoking, looking about, using a telephone or wash room uninvited are all ruled out. The average hospital adds another dozen or more regulations.

In promoting to private physicians, SKF and the other tranquilizer producers have been overshadowed by the colorful promotions of Pfizer's Roerig division. Mailings on behalf of its Atarax, that bowed belatedly last year, have included such "peace of mind" symbols as slippers and head rests. But many medical men have reacted adversely to the suggestion that their ministrations to patients should be influenced by such gifts. In the physician-pharmacy area, Wyeth's 800 detail men have won first place for Equanil. Employing a consciously low pressure approach, the Wyeth men tell physicians what Equanil will do and its limitations. They hope that in return the doctors will prescribe Equanil. Half the average ethical drug houses' promotion expenses are usually devoted to the salaries of these little known salesmen. The average over-all figure for advertising and promoting "to the profession only" amounts to something like 20% of gross income.

Dr. George Lull, secretary and general manager of the American Medical Association, declares that the average M.D. member is swamped by trade names and prefers to prescribe by generic terms. To offset this tendency the drug houses have multiplied their lists of "indications" to the point where their claims have been labelled "fantastic and shocking." Again

Pfizer has probably outshone the others with its literature printed in "precisely the right, psychological blue." Setting the stage with a picture of snowy pines, it lists Atarax's effectiveness in anxiety relating to interviews, examinations, public appearances, noisy environments, competitive sports, newspaper or advertising work, insomnia, homesickness, adolescent difficulties, sickness, accidents, weddings, funerals, separations and differing opinions.

Harsh criticism of such "extravagant and distorted literature" has come from the New York Academy of Medicine which proposes a city health board check on promotion pieces so that drug literature may become "a more reliable guide to physicians."

In an effort to hold its mental hospital lead while increasing its drug store sales, Smith, Kline & French took stock and spotted Thorazine's toxic side effects as a possible brake on sales. (Until recently Miltown and Equanil were considered relatively free of unwanted effects that have shadowed competing tranquilizers' reputations.) SKF then introduced to private physicians a new compound, Compazine. "The Thorazine of everyday practice." But in the conservative and complicated mental hospital market where Thorazine's lead seemed safe, SKF decided to let well enough alone. According to *Fortune*, the company has "evidently decided not to confuse" the administrators over the issue of toxicity that would be raised if detail men brought Compazine to the hospitals.

The size of the market that SKF thus seeks to safeguard amounts to some \$1.3 million annually in Illinois state hospitals alone. Other states

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THEY SAY  
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are less explicit about the amounts of their tranquilizer purchases but average cost per pill is about 4 cents. Detailmen's presentations often mention the amounts saved through (1) lessening of plant damage by violent patients and (2) a substantial reduction in patients' upkeep through transfer of many to out-patients' status. These walking testimonies to tranquilizers' benefits return weekly for free supplies of peace pills.

Will success spoil SKF? Will its tranquilizer success secret—the depth of its specialization in nervous disorders—be sacrificed to the research

breadth that stood other drug majors in such poor stead when tranquilizers were still in the test tube? A 35% increase in SKF's research team over 1956 brings its total of trained technicians to over 600. The firm's humble, clear-eyed recognition and acquisition of Rhône-Poulenc's discovery is so completely forgotten that in institutional advertising SKF's own Philadelphia laboratories are credited with having "brought you Thorazine."

It is typical of the drug industry's biggest gains that they have been scored by up-and-coming second

stringers rather than by the majors. SKF will be an exception to the rule if it can preserve in its current front rank position the magic insight that gave it Thorazine. As new product exploration broadens, SKF may retain its depth of attention to its old specialty, nervous disorders. Undoubtedly, its 600 researchers will discover vital improvements in Compazine just as they did in Thorazine. But unless SKF is made of different stuff from the other drug majors it will be tempted to close its eyes "temporarily" to the therapeutic and profit possibilities that might exist in Compazine "Mark II, III, or IV." Regretfully and perhaps with much soul-searching, a typical major drug maker's management would decide that it needed more time to realize a return on its \$5 million or so invested in launching "Mark I."

### Competitive Pressure

Even though SKF's rights to the basic chlorpromazine are retained, there is already direct pressure from competition to force Thorazine and "everyday" Compazine off the market. In the dull, catalogue-style ads with which drug makers advertise to readers of retail drug journals, Schering Corp. is promoting its new Trifalon perphenazine as "five times more potent than chlorpromazine." The list price of \$2.25 for 50 of its smallest size tablets is impressively less than the \$5 a consumer would pay for 50 of the older peace pills.

Perhaps moved by this consideration, Wyeth is bringing out Equanil in pills of half the former strength "for finer dosage adjustment and milder tension states." The Lederle Laboratories Division of American Cyanamid Co. has another competitive slant. To standard size pills of meprobamate it adds Pathilon for improved control of "emotional overlay." The resultant Pathibamate pills wholesale for \$8.62 a hundred, more than a dollar over the figure for Miltown and Equanil. Pfizer and Wallace also have upgraded their products with the addition of ingredients to limit unwanted side effects. "Supported by a maximum of promotional effort," as Pfizer tells the druggists, Atarax's new sister Ataraxoid comes in an array of strengths and bottle sizes that might confuse anything less than a medical mind. Wholesale prices of as high as \$20.40 per hundred might indicate that all the additional benefits do not accrue to the patient.

But this should not faze the medical profession that somehow arrives at a consensus on each issue even

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though doctors are bombarded one day by AMA news headlined "Meprobamate may cause allergic reactions," or "Habit-forming qualities of meprobamate," and shortly thereafter Miltown literature arrives extolling it as "the most effective drug in anxiety and tension states, no evidence of addiction noted." On the other hand, there are statements like actress Frances Kay's, that her doctor switched her from Miltown to identical Equanil "after reading a couple of medical papers." Smith, Kline & French reports that more than 5,000 such papers have appeared on Thorazine alone.

When, in all this confusion, competition has reduced tranquilizers' profit margins to the levels of most antibiotics, what product category will emerge carrying the profits ball? Will any of the original tranquilizer trio be detached enough from their now vested interest in peace pills to hop on the next earnings band wagon? Will Abbott follow its traditional pattern of developing specialty product forms and weathering price cuts, long after its competitors, by detailed service to institutions?

One possible profit leader of the next industry phase has emerged as a result of Ciba's refusal to be blind to its own product's drawbacks. Alert to the possibility of over-sedation by its Serpasil or by competing Thora-

zine, Ciba recently introduced a counteracting stimulant, Ritalin. Recommended for use with a tranquilizer in alternating doses, Ritalin is also being promoted as a mood improver on its own merits. In addition, Ciba has combined the "up and down" actions in one pill, Serpatilin. Ciba's reason for sitting lightly to its pioneer Serpasil reserpine is that the drug is now being synthesized by other interests, a sure forerunner of price reductions.

Will psychic energizers replace tranquilizers as the industry's star earner? Apparently acting on the theory "better never than late," Hoffman LaRoche dealt itself out of the tranquilizer game. Instead it launched this June "the opposite of a tranquilizer," Marsilid iproniazid. To the druggist Marsilid represents a profit of as high as \$1.50 on a bottle he sells for \$3.75. (There is only a \$1.35 profit for the retailer on a \$5 bottle of Miltown and a 79c profit on Miltown's new improved sister Milpath, \$5.10.)

Through sending some such fresh new product into the sales scrimmage an up-and-coming drug firm may catch the profits ball before tranquilizers fumble it. But the time is now, not when veterinary uses of peace pills and candy coating have scraped the bottom of the barrel.

The End

### Before You Automate Production: Have You Planned Sale of Output?

Each new investment in automation will require a firm and accurate commitment from you, the chief marketing executive, as to your ability to dispose of the product that will be produced for a period long enough to amortize the investment and at a rate great enough to return the predicted lower costs and higher profits. In no small sense the future of the company will rest in your hands more than ever before.

As automation increases the dependence of production on a continuous market, it saddles the marketing executive with the responsibility of providing the continuous demand. He must plan his activity carefully, and far in advance, to insure his ability to deliver the goods.

He must make sure that both consumer demand and the consumer's ability to satisfy his appetite are present in the proper proportions. The marketing executive must be satisfied that the product he will sell will meet the consumer demand; he bears the responsibility for producing the sales volume which alone can justify the investment in automated production facilities.

Planning for automation in production must be preceded by planning for automation in marketing. Automation will increase the importance of the marketing function and each of its specific aspects in bringing success to the enterprise.

Frank B. Jewett, Jr.  
Planned Marketing—Management's Responsibility.  
A Publication of the American Marketing Association



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THEY SAY  
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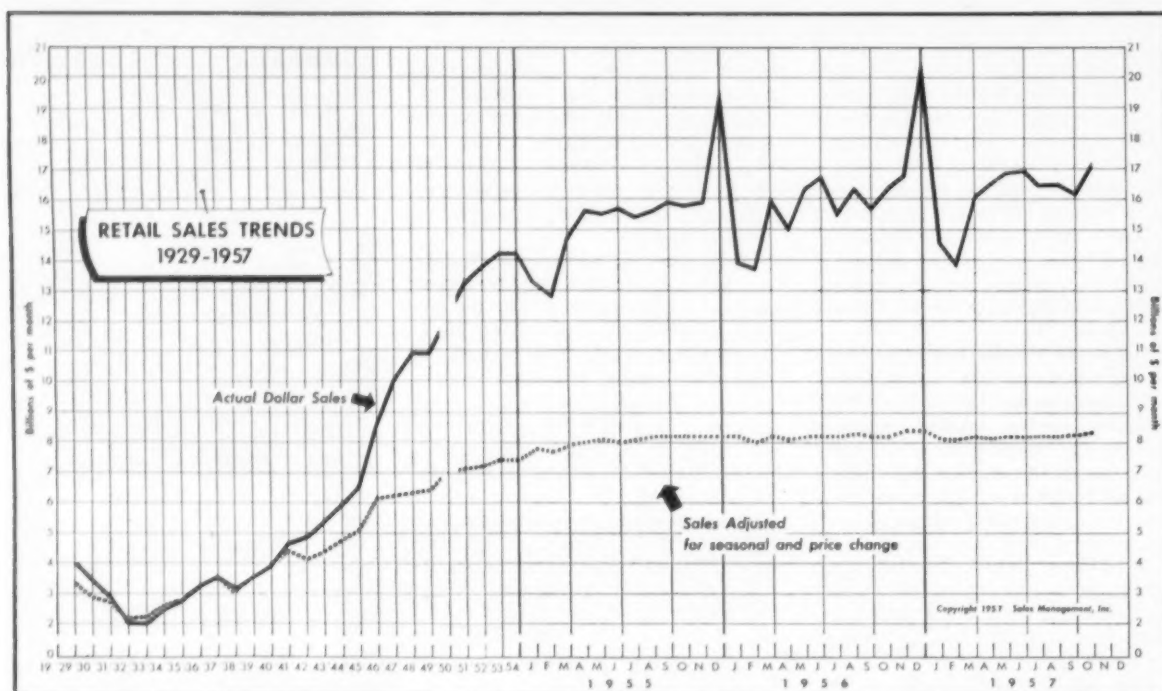
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The Times led in  
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Los Angeles is America's first market in passenger car registrations with 1.2 cars per family. The Times, with the largest share of new car advertising, is its principal influence for sales.

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## HIGH SPOT CITIES



### RETAIL TRADE FORECAST:

## Retail Sales Forecast for October: Sales Will Gain by 6%

By DR. JAY M. GOULD,  
Research Director  
Sales Management's Survey of Buying Power

The volume of retail sales in October will probably total \$17.1 billion, a gain of 6% over last October. This can be regarded as a good performance, even after allowance for a 3% price gain. So far this year retail sales have been running better than last year by 6%, which means, of course, that total sales for 1957 will exceed the \$200 billion mark for the first time in history, especially

if automotive sales in the final quarter fulfill the hopes of the industry, particularly with respect to public acceptance of the new radically redesigned GM models.

Actually, retailing this year has stood up pretty well, in the light of the growing list of economic sectors beginning to show signs of slackening, which includes manufacturers' new orders, unfilled orders, and now

capital spending. For the first time in two years, the SEC has failed to predict any gains in expected expenditures on plant and equipment for the third and fourth quarters. Another declining industry, new residential construction is, however, showing signs of recovery, climbing to an annual rate of 1,010,000 new housing starts in August, up from a low of 930,000 in the spring of 1956. While

### Retail Sales Box Score

	8-Month Totals \$ Millions			%	August \$ Millions			%
	1957	1956	Change		1957	1956	Change	
Food .....	31,332	28,818	+ 8.7		4,428	3,840	+15.3	
Eating & Drinking Places .....	9,760	9,491	+ 2.8		1,391	1,333	+ 4.3	
General Merchandise .....	12,567	12,191	+ 3.1		1,823	1,663	+ 9.6	
Apparel .....	7,205	6,807	+ 5.8		925	863	+ 7.2	
Furniture & Appliances .....	6,701	6,653	+ .7		894	900	— .7	
Lumber, Building, Hardware .....	9,206	9,087	+ 1.3		1,360	1,302	+ 4.5	
Automotive .....	26,621	24,586	+ 8.3		3,391	3,110	+ 9.0	
Gasoline Service Stations .....	9,975	9,010	+10.7		1,376	1,253	+ 9.8	
Drug & Proprietary .....	4,017	3,728	+ 7.8		516	475	+ 8.6	
* Total Sales .....	129,905	122,145	+ 6.4		17,691	16,187	+ 9.3	

\*Includes data for kinds of businesses not shown in above nine categories.

still below the level of August 1956 (1,136,000) the turnabout in housing could have good repercussions on future gains in sales of furniture and appliances, which has been the one category of retailing that has gained the least over 1956.

Other retailing categories that have fallen behind include department store sales, still running behind the 3% price gain. As was pointed out last month in this column, the department store lag appears to be a long term phenomenon, reflecting possibly the inroads of suburban shopping centers, discount houses, as well as an emphasis of such merchandising lines as apparel, which have lost out in relative importance in recent years.

It is interesting to note the considerable variation in the rates of change over time in the various classes of retailing. Over the past five years gasoline sales have gained the most (38%), while catalogue mail order sales have gained the least (5%). Total retailing itself has gained 17% as against a 22% gain in total consumer expenditures, reflecting the increasing relative importance of services. Expenditures on apparel gained only 9%, whereas expenditures on transportation gained 31%, and household operation gained by 25%. The changing structure of retailing reflects changes in consumer expenditure patterns which in turn flow from the upgrading of income and the continuing suburban shift in which formal clothes lose out while the cost of transportation and housing operation gains.

Among the states expected to report better-than-average performance for this October as compared with last October are:

Alabama	New Mexico
Arizona	North Dakota
Florida	Utah

The leading cities, those with a City-National Index well above average are:

Middletown, Conn.	117.6
San Diego, Cal.	114.1
Orlando, Fla.	114.0
San Jose, Cal.	113.1
Florence-Sheffield-Tusculumbia, Ala.	112.7
Savannah, Ga.	111.7
St. Petersburg, Fla.	111.4
Lexington, Ky.	110.3
Lawrence, Mass.	109.8
New London, Conn.	108.8
Niagara Falls, N. Y.	108.8
Albuquerque, N. M.	108.6
Passaic-Clifton, N. J.	108.4
Paterson, N. J.	108.4
Phoenix, Ariz.	108.3
Sacramento, Cal.	108.2
Hartford, Conn.	108.2
Beaumont, Tex.	108.2

*Sales Management's Research Department* with the aid of Market Statistics, Inc., maintains running charts on the business progress of 302 of the leading market centers of this country and Canada.

*Monthly* data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

*Three Index Figures Are Given*, the first being "City Index, 1957 vs. 1948." This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is 1951, the most recent year of official sales Census results.

The second figure, "City Index, 1957 vs. 1956" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column "City-National Index, 1957 vs. 1956," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

*The Dollar Figure, "\$ Millions,"* gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

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*Suggested Uses for These Data* include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

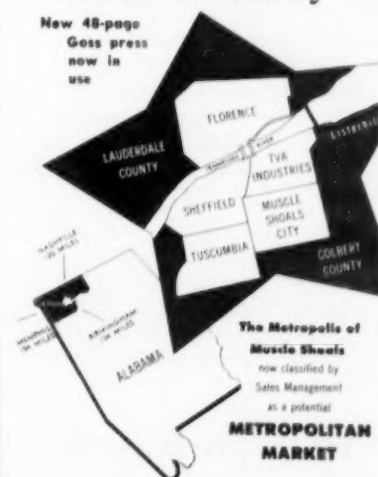
★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1956 which equals or exceeds the national change.

#### RETAIL SALES FORECAST (S.M. Forecast for October, 1957)

	City		City	Nat'l.	
	Index	Index	Index	Index	\$
	1957	1957	1957	1957	(Million)
	vs.	vs.	vs.	vs.	October
	1948	1956	1956	1957	
<b>United States</b>					
	148.5	106.0	100.0		17,098.00
<b>Alabama</b>					
★ Birmingham	152.6	108.8	102.6		220.07
★ Florence-Sheffield-Tusculumbia	147.2	110.0	103.8		44.23
★ Gadsden	196.5	119.5	112.7		7.68
★ Mobile	138.8	108.2	102.1		6.33
★ Montgomery	170.2	110.0	103.8		20.74
	167.5	104.4	98.5		15.31
<b>Arizona</b>					
★ Phoenix	194.1	109.2	103.0		112.48
Tucson	197.5	114.8	108.3		36.16
	197.3	101.3	95.6		18.65
<b>Arkansas</b>					
Fort Smith	129.5	102.4	96.6		123.71
Little Rock-North Little Rock	143.9	101.4	95.7		7.90
	150.0	104.0	98.1		22.19
<b>California</b>					
Bakersfield	174.3	106.7	100.7		1,689.65
★ Berkeley	167.3	100.6	94.9		16.78
★ Fresno	149.3	106.0	100.0		13.56
★ Long Beach	153.6	100.6	94.9		25.24
★ Los Angeles	182.0	106.2	100.2		49.68
★ Oakland	164.5	107.3	101.2		342.52
★ Pasadena	128.2	106.1	100.1		61.85
★ Riverside	142.0	103.8	97.9		23.86
	202.5	107.4	101.3		11.46

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New 48-page  
Goss press  
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Check this rapidly growing market in  
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### THE MIDDLETOWN PRESS



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The Norwich sales market is literally on wheels. Its 49,000 families average \$733 for automotive products, spend a total of \$35,932,000 in automotive outlets.

An excellent market for your advertising — sold only through the Norwich Bulletin. Outside newspapers don't penetrate the market, can't match the Bulletin's broad solid impact on these preferred families.

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NORWICH, CONN.

Bulletin Sunday Record  
24,965 Daily 21,017

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## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.

FOR OCTOBER, 1957 •



RETAIL SALES FORECAST  
(S.M. Forecast for October, 1957)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1957	1957	1957	(Million)
	vs.	vs.	vs.	October
	1948	1956	1956	1957
<b>California (cont'd.)</b>				
★ Sacramento . . .	203.9	114.7	108.2	42.73
San Bernardino . . .	168.1	98.7	93.1	14.71
★ San Diego . . . .	206.1	120.9	114.1	66.83
San Francisco . . .	118.1	102.9	96.7	107.84
★ San Jose . . . . .	237.3	119.9	113.1	31.02
Santa Ana . . . . .	242.4	104.2	98.3	14.86
★ Santa Barbara . .	139.6	108.9	102.7	8.97
Stockholm . . . . .	137.2	100.3	94.6	15.96
Ventura . . . . .	113.6	103.5	97.6	5.70
<b>Colorado</b>	160.0	105.5	99.5	177.04
Colorado Springs . .	267.4	102.4	96.6	13.61
★ Denver . . . . .	160.1	106.7	100.7	72.10
★ Pueblo . . . . .	178.7	110.3	104.1	10.40
<b>Connecticut</b>	168.2	106.7	100.7	286.94
Bridgeport . . . . .	128.6	104.5	98.6	23.54
★ Hartford . . . . .	154.0	114.7	108.2	35.98
Meriden . . . . .				
Wallingford . . . . .	158.0	105.8	99.8	8.16
★ Middletown . . . .	171.2	124.7	117.6	5.05
New Haven . . . . .	145.0	104.0	98.1	26.20
★ New London . . . .	174.7	115.3	108.8	7.29
★ Norwich . . . . .	171.4	106.2	100.2	5.28
Stamford . . . . .	187.1	100.7	95.0	13.39
Waterbury . . . . .	146.5	99.4	93.8	14.18
<b>Delaware</b>	143.1	103.4	97.5	47.58
Wilmington . . . . .	142.5	104.3	98.4	23.32
<b>District of Columbia</b>	124.0	106.5	100.5	122.08
★ Washington . . . .	124.0	106.5	100.5	122.08
<b>Florida</b>	241.9	111.6	105.3	498.40
★ Fort Lauderdale . .	352.2	110.8	104.5	18.70
Jacksonville . . . .	184.1	103.9	98.0	40.34
★ Miami . . . . .	220.7	113.2	106.8	75.53
★ Orlando . . . . .	279.2	120.8	114.0	20.97
★ Pensacola . . . . .	248.1	112.5	106.1	12.43
★ St. Petersburg . . .	259.8	118.1	111.4	26.14
★ Tampa . . . . .	252.6	113.3	106.9	35.72
<b>Georgia</b>	166.0	105.0	99.1	308.31
Albany . . . . .	189.8	105.7	99.7	6.13
★ Atlanta . . . . .	173.7	106.6	100.6	80.86
Augusta . . . . .	166.7	96.5	91.0	12.19
Columbus . . . . .	151.8	100.3	94.6	12.39
Macon . . . . .	159.8	99.5	93.9	11.79
★ Savannah . . . . .	177.2	118.4	111.7	17.05
<b>Hawaii</b>				
★ Honolulu . . . . .	139.6	108.5	102.4	29.98
<b>Idaho</b>	126.3	103.6	97.7	64.68
Boise . . . . .	150.4	104.5	98.6	8.69



"All you see is New Cars"

## \$23,790,000 CAR MARKET

Stamford's \$8,436 family income is reflected in a 39% plus in automotive sales.

One more reason why the state's richest large market rates an *inside* approach—through the Advocate's *unmatched* 97% coverage of Stamford homes.

## Stamford Advocate STAMFORD, CONN.

Represented by  
The Julius Mathews Special Agency, Inc.

## Connecticut's FIRST FURNITURE MARKET!

New London's furniture sales are \$605 per family . . . the highest of all Connecticut cities with a population of 25,000 or over. (SM '57 Survey)

This is a "hi-spending" area—one that can boost your sales easily! Cover this isolated 61,547 ABC City Zone in *The Day* — New London's only daily.

## The Day

NEW LONDON, CONNECTICUT  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

ONLY the RECORD and JOURNAL



COVER

Meriden • Wallingford, Conn.

ABC figures show — that no ABC Hartford or New Haven newspaper has more than 500 circulation in the rich Meriden-Wallingford area. That's why The Record & Journal give you virtually shut-out coverage of this \$90-million retail market. Ask for full data now.

*The Meriden*  
**RECORD and JOURNAL**

Meriden • Connecticut

National Representatives:  
GILMAN, NICOLL & RUTHMAN

## Retail Sales \$1,583 ABOVE Family Average

The Norwalk area's 27,500 families average \$5,474 for retail goods—by a total of \$150,340,000.

A preferred market for all products—from staples to do-it-yourself items, from air conditioners to sports cars. You just can't miss in the high-income Norwalk area (\$8,846 per family)—especially when you use the Hour, the market's local daily.

**The Norwalk Hour**  
NORWALK, CONN.

96% Coverage of A.B.C.  
City Zone (60,425)  
57% Coverage of  
The Trading Area

Represented by  
The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR OCTOBER, 1957 •

### RETAIL SALES FORECAST (S.M. Forecast for October, 1957)

	City Index	City Index	Nat'l. Index	\$ (Million)
	1957	1957	1957	October
	vs. 1948	vs. 1956	vs. 1956	1957
<b>Illinois</b>	141.9	105.6	99.6	1,095.29
Bloomington ..	124.5	105.4	99.4	6.26
Champaign- Urbana .....	134.7	105.0	99.1	9.05
★ Chicago .....	132.8	106.8	100.8	507.01
Danville .....	123.6	97.8	92.3	6.33
Decatur .....	156.6	104.6	98.7	12.60
★ East St. Louis ..	158.3	107.4	101.3	11.93
★ Moline-Rock Island- East Moline ..	141.1	111.6	105.3	14.14
Peoria .....	134.1	103.4	97.5	19.46
Rockford .....	164.3	105.2	99.2	19.75
Springfield ..	139.3	105.2	99.2	15.24
<b>Indiana</b>	141.5	104.0	98.1	438.33
★ Evansville .....	142.2	107.5	101.4	17.50
Fort Wayne ..	137.5	101.5	95.8	20.90
★ Gary .....	161.1	108.0	101.9	20.02
Indianapolis ..	145.3	103.1	97.3	74.46
★ Lafayette .....	134.9	110.5	104.2	6.35
★ Muncie .....	153.3	106.1	100.1	8.95
★ South Bend ..	123.8	108.0	101.9	18.53
Terre Haute ..	121.4	104.3	98.4	10.17
<b>Iowa</b>	126.1	103.7	97.8	283.61
Cedar Rapids ..	139.1	100.6	94.9	12.25
Davenport .....	133.4	105.4	99.4	12.30
Des Moines .....	131.4	105.3	99.3	28.70
★ Dubuque .....	114.4	106.1	100.1	6.27
Sioux City .....	125.5	104.5	98.6	12.57
Waterloo .....	130.6	105.6	99.6	9.78
<b>Kansas</b>	134.4	103.6	97.7	200.39
Hutchinson .....	112.5	97.4	91.9	5.21
Kansas City ..	137.9	99.1	93.5	13.13
Topeka .....	169.0	105.4	99.4	13.75
★ Wichita .....	195.9	107.3	101.2	34.95
<b>Kentucky</b>	141.8	103.0	97.2	208.59
★ Lexington .....	145.3	116.9	110.3	12.64
Louisville .....	146.8	100.1	94.4	52.48
★ Paducah .....	154.7	110.3	104.1	5.69
<b>Louisiana</b>	169.5	107.4	101.3	251.03
★ Baton Rouge ..	210.7	111.6	105.3	21.76
★ Lake Charles ..	230.6	107.8	101.7	9.09
★ Monroe- West Monroe ..	174.4	112.3	105.9	9.43
★ New Orleans ..	157.1	108.0	101.9	70.39
Shreveport .....	158.8	105.0	99.1	21.42
<b>Maine</b>	136.3	102.8	97.0	89.46
Bangor .....	144.4	104.3	98.4	6.72

## Biddeford-Saco York County's "SUPERMARKET"

York County's families are big food buyers. They purchase 29% more food than the average U. S. family . . . spend a total of \$30,-030,000 in grocery stores.

There's only one sure way to sell York County thoroughly. Begin with its "supermarket", Biddeford-Saco—35% of the families, 39% of its food sales . . . the largest single concentration of food buyers in the county.

You can sell Biddeford-Saco easily—and only—through the Journal, a daily reading habit in 90% of Biddeford-Saco homes.

THE BIDDEFORD  
**JOURNAL**  
BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

## \$563 MORE SALES Per Family

Kennebec County's retail sales average \$4,454 per family—\$563 above the national family average! Total income is \$126,095,000.

There's a lot of extra sales—staples, specialties, big-ticket items—in that solid wad of income waiting to be spent here after average retail needs have been taken care of.

Just one more reason why your approach to this \$102,894,000 retail market should start with the county's basic advertising medium. The Augusta Kennebec Journal saturates Augusta (state capital and county seat), blankets the greater part of the county.



AUGUSTA  
**KENNEBEC JOURNAL**  
AUGUSTA, MAINE

Represented by The Julius Mathews  
Special Agency, Inc.

6th ranking test market in the country

## Portland, Maine market

# 62%

## OF ALL MAINE'S AUTOMOTIVE SALES\*

IN THE PORTLAND MARKET

\* Source: Sales Management

More automotive sales are made in the big Portland, Maine, market than in any of these states:

More than **DELAWARE**  
More than **VERMONT**  
More than **NEVADA**  
More than **WYOMING**

**\$114,083,000** in automotive sales are concentrated in the Portland, Maine area. Get faster action from your advertising dollars, and greater dealer support in the Portland, Maine newspapers.

top test market in the 75,000-100,000 group

## Portland, Maine Newspapers

PORTLAND PRESS HERALD EVENING EXPRESS  
SUNDAY TELEGRAM

Represented by the Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR OCTOBER, 1957 •



### RETAIL SALES FORECAST (S.M. Forecast for October, 1957)

City	City	Nat'l.	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	October
1948	1956	1956	1957

### Maine (cont'd.)

★ Lewiston-Auburn	131.9	106.2	100.2	7.73
Portland	133.3	102.0	96.2	12.89

### Maryland

★ Baltimore	143.3	107.2	101.1	129.15
Cumberland	121.8	104.5	98.6	5.81
Hagerstown	154.5	96.7	91.2	6.54

### Massachusetts

	145.4	103.8	97.9	536.37
Boston	135.8	104.6	98.7	127.80
Brockton	131.1	100.4	94.7	8.06
Fall River	115.6	100.8	95.1	10.41
★ Holyoke	141.0	106.3	100.3	7.25
★ Lawrence	135.6	116.4	109.8	11.00
★ Lowell	124.9	106.5	100.5	9.99
Lynn	129.9	105.8	99.8	11.31
New Bedford	123.2	101.3	95.6	11.44
Pittsfield	138.9	102.4	96.6	7.44
Salem	134.9	102.8	97.0	6.39
Springfield	138.5	102.3	96.5	23.76
★ Worcester	133.8	106.0	100.0	26.22

### Michigan

	155.8	104.3	98.4	807.69
Battle Creek	137.4	105.8	99.8	8.64
★ Bay City	154.5	108.1	102.0	8.39
Detroit	135.4	105.9	99.9	246.69
Flint	177.2	100.6	94.9	30.40
Grand Rapids	149.0	101.9	96.1	31.06
★ Jackson	154.3	109.5	103.3	10.71
Kalamazoo	167.3	104.9	99.0	14.42
Lansing	154.3	100.6	94.9	18.97
Muskegon	152.0	104.5	98.6	9.80
★ Pontiac	198.7	111.9	105.6	15.86
Port Huron	137.9	99.8	95.1	6.37
★ Royal Oak				
Ferndale	233.2	107.5	101.4	16.83
Saginaw	155.8	103.5	97.6	14.30

### Minnesota

★ Duluth	133.2	107.5	101.4	14.20
Minneapolis	129.2	105.4	99.4	81.38
St. Paul	119.0	100.9	95.2	41.95

### Mississippi

	141.3	100.3	94.6	125.62
Jackson	159.3	100.2	94.5	14.18
Meridian	154.8	103.8	97.9	5.48

SALES MANAGEMENT

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
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and income data  
on these cities.



FOR OCTOBER, 1957 •

#### RETAIL SALES FORECAST (S.M. Forecast for October, 1957)

City				
City	City	Nat'l.		
Index	Index	Index	\$	
1957	1957	1957	(Million)	
vs.	vs.	vs.	October	
1948	1956	1956	1957	

<b>Missouri</b>	135.1	102.3	96.5	421.83
★ Joplin	131.5	106.2	100.2	6.07
Kansas City	118.4	103.5	97.6	77.59
★ St. Joseph	125.4	106.4	100.4	9.04
St. Louis	124.1	102.6	96.8	106.06
Springfield	139.3	103.4	97.5	10.55

<b>Montana</b>	134.2	102.6	96.8	71.19
Billings	152.3	101.9	96.1	7.76
Butte	133.0	97.9	92.4	5.64
★ Great Falls	151.2	109.0	102.8	7.85

## Autos Sell Like Sixty in Waterville

Did we say sixty? Actually it's 104! That's the percent above average for automotive sales in Waterville—hub of Maine's busiest shopping routes.

To be sure of selling this entire \$19,032,000 automotive market, make sure you're in the paper that gets your advertising read inside the homes. Schedule the Sentinel—covering Waterville completely plus 66% of the market's homes.

### Waterville Sentinel WATERVILLE, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

#### RETAIL SALES FORECAST (S.M. Forecast for October, 1957)

City				
City	City	Nat'l.		
Index	Index	Index	\$	
1957	1957	1957	(Million)	
vs.	vs.	vs.	October	
1948	1956	1956	1957	

<b>Nebraska</b>	121.4	100.4	94.7	140.80
Lincoln	131.6	102.7	96.9	13.74
Omaha	129.7	100.7	95.0	34.98

<b>Nevada</b>	208.2	105.7	99.7	36.84
★ Reno	177.9	106.6	100.6	11.28

<b>New Hampshire</b>	143.2	104.7	98.8	58.43
★ Manchester	142.4	107.5	101.4	10.62
Nashua	146.9	101.5	95.8	4.70

<b>New Jersey</b>	155.6	105.4	99.4	603.54
Atlantic City	119.9	102.7	96.9	12.41
Camden	129.6	100.0	94.3	15.88
Elizabeth	128.7	103.5	97.6	13.62
Jersey City				
Hoboken	114.5	99.5	93.9	27.89
Newark	119.4	103.1	97.3	60.55
★ Passaic-Clifton	166.6	114.9	108.4	19.49
★ Paterson	137.6	114.9	108.4	22.04
★ Trenton	179.1	114.4	107.9	26.09

<b>New Mexico</b>	212.0	114.1	107.6	89.04
★ Albuquerque	279.8	115.1	108.6	27.90

<b>New York</b>	137.5	104.5	98.6	1,750.55
★ Albany	138.3	111.2	104.9	22.05
Binghamton	119.0	99.4	93.8	11.72
Buffalo	128.4	101.5	95.8	74.08
Elmira	124.8	100.4	94.7	7.95
★ Hempstead				
Township	262.8	106.2	100.2	92.36
Jamestown	121.9	105.7	99.7	6.27
New York	124.1	105.4	99.4	872.35
★ Niagara Falls	159.4	115.3	108.8	13.63
Poughkeepsie	148.8	104.8	98.9	8.61
★ Rochester	148.4	108.2	102.1	54.26
Rome	160.8	103.8	97.9	5.10
Schenectady	128.6	100.7	95.0	14.49
Syracuse	131.8	104.2	98.3	37.76
Troy	118.0	105.8	99.8	9.75
★ Utica	126.2	106.7	100.7	13.28

<b>North Carolina</b>	177.7	103.4	97.5	351.50
★ Asheville	161.6	110.2	104.0	11.36
Charlotte	180.2	101.1	95.4	26.94
Durham	139.9	104.1	98.2	10.57
★ Greensboro	150.2	109.3	103.1	20.96
Highpoint	201.7	102.7	96.9	6.78
★ Raleigh	187.1	107.6	101.5	13.60

## Little Falls BIGGER THAN THE U. S.

9,000 families spending an average of \$973, for groceries add up to an \$8,760,000 food market—one that can seriously affect your territorial quota. Family for family, a bigger food market than the United States which spent only \$889 per family for food.

The Little Falls market will more than repay your selling efforts. The Times—the only newspaper covering the market—blankets the city completely, reaches an even larger number of families in the surrounding area for 75% coverage of the entire market.

### Little Falls Times

LITTLE FALLS, N. Y.

Represented by  
The Julius Mathews Special Agency, Inc.

#### FORMULA FOR PROFIT:

## Sell the NEW ROME

Booming Rome is where the money is in this upstate area. In addition to top level employment in Rome's famed high-wage industries, the local Air Force electronics research and supply base employs 6,700 civilian workers . . . and increases Rome's already high buying power by \$37 million. Population, employment, income and sales are on the march in Booming Rome. A \$193,020,000 income market. Covered only by the Sentinel.

### ROME DAILY SENTINEL

A.B.C. 17,303

ROME, N. Y.

Call, wire or write  
W. S. De Himer, Adv. Dir.,  
for complete merchandising and  
marketing services to supplement  
your advertising

## A Great Newspaper in a Great Market

A fact which you can learn, with profitable pleasure, by giving the Salisbury Post a trial. It's the only newspaper in the market. All outside state metropolitan papers combined give you but a fraction over 3000 circulation in the whole of Rowan County. The Post gives you over 17,000 responsive, able potential customers. Try the Post. You'll be glad you did.



Published in the Tri-Cities  
Salisbury—Spencer—East Spencer  
Post Office:  
**SALISBURY, NORTH CAROLINA**

Sell The Mirror  
Readers in ...

## ALTOONA "TEST TOWN" Pennsylvania

... and you've sold this entire thriving market with a yearly retail sales volume exceeding \$134,000,000. Advertising in the Altoona Mirror is read daily in 98% of all Altoona homes, and 95.4% of the homes in the Altoona (ABC) City Zone.

## Altoona Mirror

Altoona Pennsylvania's  
Only Evening Newspaper

RICHARD E. BEELER  
Advertising Manager

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.

FOR OCTOBER, 1957



### RETAIL SALES FORECAST

(S.M. Forecast for October, 1957)

City	City	Nat'l.	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	October
1948	1956	1956	1957

### North Carolina (cont'd.)

Salisbury	178.3	99.2	93.6	4.76
Wilmington	171.8	101.1	95.4	7.03
Winston-Salem	194.1	99.9	94.2	14.93

### North Dakota

	121.4	109.6	103.4	65.28
★ Fargo	138.0	110.6	104.3	8.20

### Ohio

★ Akron	163.3	110.6	104.3	45.45
Canton	147.5	103.4	97.5	19.53
Cincinnati	142.8	100.6	94.9	77.18
★ Cleveland	144.6	106.6	100.6	146.85
★ Columbus	174.7	110.3	104.1	70.42
Dayton	163.0	101.3	95.6	48.72
Elyria	157.6	100.4	94.7	5.78
Hamilton	173.6	99.7	94.1	10.42
Lima	150.2	102.5	96.7	9.23
★ Lorain	172.0	109.6	103.4	8.58
Mansfield	164.8	95.9	90.5	9.41
Middletown	150.7	97.7	92.2	5.86
Portsmouth	141.3	98.1	92.5	6.19
Springfield	149.1	99.3	93.7	12.27
Steubenville	166.5	97.9	92.4	7.89
Toledo	134.2	100.2	94.5	45.30
Warren	173.6	104.4	98.5	10.19
★ Youngstown	159.8	107.5	101.4	29.77
Zanesville	143.1	100.3	94.6	6.44

### Oklahoma

★ Bartlesville	178.4	110.8	104.5	3.57
★ Muskogee	142.7	109.3	103.1	4.62
Oklahoma City	163.5	101.0	95.3	41.42
★ Tulsa	175.6	109.7	103.5	35.11

### Oregon

Eugene	126.6	95.9	90.5	8.86
Portland	127.3	102.9	97.1	64.37
Salem	124.6	101.8	96.0	8.24

### Pennsylvania

Allentown	135.0	103.7	97.8	1,059.91
Altoona	137.1	104.9	99.0	17.15
Altoona	116.1	105.0	99.1	7.90
★ Bethlehem	137.9	110.1	103.9	7.53
Chester	148.6	104.8	98.9	10.31
Erie	130.0	102.2	96.4	18.15
Harrisburg	144.6	104.8	98.9	17.74
Hazleton	115.0	103.4	97.5	4.21
★ Johnstown	133.6	109.9	103.7	10.53
Lancaster	149.7	102.7	96.9	11.90
★ Norristown	182.0	110.5	104.2	7.06
Oil City	98.4	100.1	94.4	2.25
Philadelphia	129.5	102.9	97.1	236.71
★ Pittsburgh	128.5	109.7	103.5	98.03
Reading	121.7	98.7	93.1	14.81

IN THE GROWING  
"RUHR OF AMERICA"

**\$226,709,000**

## Retail Sales

Families in Ohio's 9th metropolitan market spend \$4,027 in retail stores—\$136 above average. Yet total sales are only 61% of income.

Elyria's pay-off to advertisers is already well on the plus side—gets bigger every day. Cut yourself a big slice of the market's huge sales pie—tap those millions of unspent dollars for extra sales—with a schedule in the Chronicle-Telegram, the county's No. 1 newspaper in news coverage and linage.

## Chronicle-Telegram

"The Family Newspaper"

## ELYRIA, OHIO

Circulation 22,094 ABC 9/30/56  
DOUBLE the Number of City Families

Represented by  
The Julius Mathews Special Agency, Inc.

# EXTRA!

## BETHLEHEM POPULATION NOW OVER 100,000!

Latest ABC evaluation shows that Bethlehem's city zone population is now up to 106,318!

The only way you can cover this fast-growing, prosperous market is with ...

## The Bethlehem Globe-Times

Roland L. Adams, Publisher  
Gallagher-Delisser, Inc., National Representatives

SALES MANAGEMENT

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

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on these cities.



FOR OCTOBER, 1957 •

#### RETAIL SALES FORECAST (S.M. Forecast for October, 1957)

City	City	Nat'l.	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	October
1948	1956	1956	1957

#### Pennsylvania (cont'd.)

Sharon .....	127.6	105.5	99.5	4.94
Scranton .....	113.9	101.1	95.4	13.10
Wilkes-Barre ..	108.1	105.5	99.5	10.11
Williamsport ..	127.4	104.2	98.3	6.65
York .....	160.3	100.4	94.7	11.37

#### Rhode Island

	131.1	102.7	96.9	80.62
Newport .....	132.7	100.5	94.8	3.52
Providence .....	116.7	103.9	98.0	32.92
Woonsocket ...	113.0	104.1	98.2	5.17

#### South Carolina

	154.7	106.3	100.3	156.35
★ Charleston ..	167.6	112.3	105.9	13.07
★ Columbia .....	164.4	107.6	101.5	16.04
Greenville .....	157.8	104.8	98.9	12.92
Spartanburg ..	116.3	101.7	95.9	6.99

#### South Dakota

	104.3	100.8	95.1	57.25
★ Aberdeen .....	98.2	107.6	101.5	3.38
Rapid City ...	165.1	99.2	93.6	5.86
Sioux Falls ...	115.3	101.1	95.4	7.87

#### Tennessee

Chattanooga ..	148.8	106.9	100.8	273.52
★ Knoxville .....	152.0	104.1	98.2	22.41
★ Memphis .....	145.7	108.1	102.0	22.54
★ Nashville .....	150.0	109.7	103.5	61.29
	161.4	106.7	100.7	33.89

#### Texas

	156.5	105.7	99.7	897.88
★ Abilene .....	155.7	111.1	104.8	8.42
★ Amarillo .....	169.2	109.1	102.9	16.43
★ Austin .....	161.0	109.5	103.3	19.10
★ Beaumont .....	154.6	114.7	108.2	15.60
★ Corpus Christi ..	192.5	110.9	104.6	20.98
★ Dallas .....	177.2	106.2	100.2	97.48
★ El Paso .....	198.2	111.8	105.5	24.83
Fort Worth .....	156.5	104.6	98.7	50.60
★ Galveston .....	119.2	112.0	105.7	8.68
Houston .....	176.0	104.0	98.1	107.32
Laredo .....	132.5	105.9	99.9	4.48
★ Lubbock .....	179.5	112.6	106.2	16.55
★ Port Arthur .....	168.6	114.2	107.7	9.24
San Angelo .....	151.0	105.6	99.6	7.69
San Antonio .....	155.4	104.1	98.2	51.89
Texarkana .....	121.3	100.3	94.6	5.46
★ Tyler .....	156.0	108.3	102.2	7.61
Waco .....	145.5	104.3	98.4	12.56
Wichita Falls ..	150.5	100.1	94.4	9.77

#### Utah

	156.6	108.7	102.5	79.88
★ Ogden .....	149.0	109.3	103.1	9.10
★ Salt Lake City	177.1	109.7	103.5	34.14

#### RETAIL SALES FORECAST (S.M. Forecast for October, 1957)

City	City	Nat'l.	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	October
1948	1956	1956	1957

<b>Vermont</b>	131.8	106.6	100.6	38.73
★ Burlington ...	136.2	107.7	101.6	5.67
★ Rutland .....	125.9	107.4	106.3	3.22

#### Virginia

★ Danville .....	158.8	105.9	99.9	309.75
★ Lynchburg .....	134.7	109.7	103.5	6.20
Lynchburg .....	125.5	100.4	94.7	6.68
Newport News ..	131.7	102.0	96.2	8.40
★ Norfolk .....	160.9	106.3	100.3	32.78
Portsmouth .....	160.2	104.7	98.8	9.37
★ Richmond .....	137.2	109.7	103.5	38.26
★ Roanoke .....	135.4	106.4	100.4	13.48

#### Washington

★ Bellingham ..	141.9	104.2	98.3	276.90
	91.6	106.0	100.0	3.56
Everett .....	122.3	97.6	92.1	6.08
★ Seattle .....	155.4	107.4	101.3	83.89
Spokane .....	150.8	104.8	98.9	26.26
Tacoma .....	139.1	98.6	93.0	20.91
Yakima .....	124.9	104.5	98.6	8.84

#### West Virginia

	131.5	106.5	100.5	148.78
★ Charleston ...	139.9	108.4	102.3	17.05
★ Huntington ...	153.5	107.7	101.6	13.07
Wheeling .....	134.2	105.5	99.5	10.08

#### Wisconsin

★ Appleton .....	136.9	104.4	98.5	387.11
★ Beloit-Janesville	164.9	111.7	105.4	6.99
★ Beloit-Janesville	146.1	107.6	101.5	9.48
Green Bay .....	151.9	103.9	98.0	9.90
Kenosha .....	135.0	99.4	93.8	7.21
La Crosse .....	134.4	100.0	94.3	7.15
Madison .....	157.2	104.4	98.5	16.56
Waukegan .....	139.5	105.8	99.8	96.34
Oshkosh .....	121.9	100.7	95.0	6.07
★ Racine .....	127.3	106.4	100.4	9.84
Sheboygan .....	129.7	104.7	98.8	5.93
★ Superior .....	124.2	108.1	102.0	3.84

#### Wyoming

★ Casper .....	133.9	108.0	101.9	36.45
★ Cheyenne .....	180.7	111.6	105.3	6.22
	151.5	106.0	100.0	5.65

## NEWPORT

### RHODE ISLAND'S RICHEST MARKET

Newport is all by itself—no other R. I. market can match its family buying power, and no outside newspaper penetrates Newport enough to sell it. 61% of the county's population, 66% of its income and retail sales are concentrated in the city zone, which is covered 100% by the Daily News, which also covers 63% of the county. This newspaper alone sells Rhode Island's richest market.

### The Newport Daily News

Newport County's Only Daily

Largest Circulation  
in Southern Rhode Island

Represented by  
The Julius Mathews Special Agency, Inc.

#### RETAIL SALES FORECAST (S.M. Forecast for October, 1957)

City	City	Nat'l.	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	October
1951	1956	1956	1957

<b>Canada</b>	134.6	100.0	100.0	1,209.70
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#### Alberta

★ Calgary .....	152.3	117.2	117.2	23.56
Edmonton .....	126.1	98.5	98.5	22.93

#### British Columbia

★ Vancouver .....	147.0	100.0	100.0	58.43
★ Victoria .....	144.9	105.9	105.9	11.41

#### Manitoba

Winnipeg .....	105.1	94.6	94.6	27.93
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#### New Brunswick

Saint John .....	126.5	99.8	99.8	6.05
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#### Nova Scotia

Halifax .....	127.0	96.0	96.0	10.90
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#### Ontario

Hamilton .....	121.1	97.2	97.2	23.79
London .....	122.3	96.4	96.4	13.22
Ottawa .....	115.9	98.8	98.8	20.70
★ Toronto .....	139.8	101.9	101.9	120.36
Windsor .....	110.9	90.9	90.9	12.44

#### Quebec

Montreal .....	135.2	98.9	98.9	118.08
Quebec .....	122.9	96.8	96.8	17.16

#### Saskatchewan

★ Regina .....	136.5	106.7	106.7	12.19
----------------	-------	-------	-------	-------

**Plus +**  
**Spending**  
**Money!**

Woonsocket's average effective buying income per family is a whopping \$5692 (SM '57 Survey). Sales-wise, Woonsocket is an expanding market. Cover 98.7% of this isolated, high-spending area now—in Woonsocket's one-and-only local daily, the—

**WOONSOCKET**  
**CALL**

Representatives: Gilman, Niell & Rothman  
Affiliated: WWON, WWON-FM

**COVERS RHODE ISLAND'S**  
**PLUS + MARKET**

# It's 2 to 1..

in fast-service  
eating places,  
twice-the-turnover  
per seat means...

**MORE Meals**  
**MORE Sales**  
**MORE Profits**

**NO MATTER WHAT YOU CALL THEM**

Coffee Shops  
Confectionery Stores  
Counter Restaurants  
Department Stores  
Diners  
Drive-ins  
Drug Stores  
Fountains  
Industrial Cafeterias  
Luncheonettes  
Sandwich Shops  
Variety Stores

**NO MATTER WHERE YOU FIND THEM**

Airports  
Bus Terminals  
Railroad Stations  
Main Streets  
Main Highways  
In Industry

THEY ALL HAVE  
ONE THING IN COMMON—

**FAST SERVICE**

To effectively reach this  
specialized market specify  
**FAST FOOD**  
for an advertising schedule

## FAST FOOD

the magazine serving counter  
and fountain restaurants

386 FOURTH AVE.  
NEW YORK 16, N. Y.



## SALES GAINS AND LOSSES

The Quaker Oats Co., registering it's highest yearly sales figure, tops this compilation of company sales gain and loss figures in dollar volume. Quaker Oats sales totaled \$302.6 million in the past fiscal year compared against \$277.2 million in the 1956 comparative period; an increase of 9%.

Smith-Corona, Inc. increased its fiscal year sales to \$56.8 million this year against \$43.7 million in 1956; an increase of 29%.

On the loss side, sales figures for the Celotex Corp. reflect the drop in building supply sales. In the last 9 months, Celotex sales totaled \$49.0 million; a drop from \$57.5 million for the same 1956 period.

Key—f is for fiscal year.

Figures are shown in millions of dollars.

Company	Period	1957	1956	Company	Period	1957	1956
American Rock Wool Corp.	6 mo.	5.1	5.4	Panellit, Inc.	6 mo.	5.0	3.7
Carson Pirie Scott & Co.	26 wks.	44.5	41.9	Pierce Industries, Inc.	6 mo.	5.3	6.0
Celotex Corp.	9 mo.	49.0	57.5	Quaker Oats Co.	f.	302.6	277.2
Chickasha Cotton Oil	yr.	25.4	25.7	Reading Tube Corp.	6 mo.	7.9	11.4
Clark Controller Co.	6 mo.	11.1	12.0	Reliance Electric & Engineering Co.	9 mo.	75.2	66.2
Continental Electric Equip.	yr.	5.0	4.5	Schuster (Ed) & Co., Inc.	26 wks.	21.7	20.0
Continental Gin Co.	6 mo.	7.0	7.9	Scott & Fetzer Co.	6 mo.	5.3	4.3
Continental Motors Corp.	9 mo.	103.7	94.4	Shahmoon Industries	6 mo.	7.7	8.5
Fluor Corp., Ltd.	9 mo.	115.6	83.0	Silex Co.	6 mo.	4.3	5.3
Gar Wood Industries	9 mo.	34.6	29.2	Smith-Corona, Inc.	f.	56.8	43.7
Hamilton Watch Co.	6 mo.	9.6	11.2	Standard Products Co.	yr.	38.1	35.3
Handmacher-Vogel, Inc.	6 mo.	4.1	5.1	Torrington Mfg. Co.	6 mo.	6.4	7.6
Hazeltine Corp.	6 mo.	25.6	18.6	United Board & Carton Corp.	yr.	17.8	19.4
Harff Jones Co.	yr.	9.1	8.6	Van Camp Sea Food Co.	52 wks.	45.6	50.1
Hycor Mfg. Co.	6 mo.	7.1	5.0	Vick Chemical Co.	f.	94.7	83.6
International Minerals & Chemical Corp.	f.	106.1	96.6	Virginia Pulp & Paper Co.	9 mo.	140.4	142.6
Ivey (J. B.) & Co.	6 mo.	9.2	9.5	Welex Jet Services, Inc.	yr.	11.6	11.5
Kennedy's, Inc.	6 mo.	5.9	5.9	Younker Bros., Inc.	6 mo.	16.3	16.1
Leath & Co.	6 mo.	5.7	5.8	Zellers, Ltd.	6 mo.	20.0	18.3
Lee Rubber & Tire	9 mo.	34.1	33.7				
Minneapolis-Moline Co.	9 mo.	40.0	47.3				
Molybdenum Corp. of America	6 mo.	11.5	12.3				

increase sales with  
fresh flowers and plants as  
traffic creators, self-liquidating  
premiums, sales incentives.  
Guaranteed local and national  
coverage . . . .

**ORCHIDS OF HAWAII, INC.**

National Sales Office: 305 Seventh Avenue, New York 1, New York.

Pictures  
of Success . .



Beautiful furs—sales incentive achievement awards—gift when it's an occasion. Write for catalog, "Furs in the News"

**VICTOR ASSELIN FUR, INC.**  
363 SEVENTH AVENUE, NEW YORK

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OCTOBER 4, 1957

MUGGER PRINTING CO.  
EAST STRODSBURG, PA.

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## Sales Management

### ADVERTISING SALES

#### VICE-PRESIDENT, SALES

Randy Brown, Jr.

#### SALES PROMOTION MANAGER

Philip L. Patterson

#### Asst. to Vice-President, Sales

Caroline Cioffi

#### ADV. SERVICE MANAGER

Madeleine Singleton

#### PRODUCTION MANAGER

Virginia New

### DIVISION SALES MANAGERS

**New York**—W. E. Dunsby, Wm. McClenaghan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, Robert B. Hicks, 386 Fourth Ave., New York 16, N. Y. LExington 2-1760.

**Chicago**—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

**Pacific Coast**—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODland 2-3612.

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## BULLETINS

If you use form letters in lots of 25 copies to 100,000, you'll want to see these clever, 4-color, preprinted letter-sized forms that get ANY message off to a flying start; command attention and respect! FREE catalogue. Write to NATIONAL CREATIVE SALES, 1030 Leggett Ave., New York 55, N. Y.

## THE SCRATCH PAD

By T. Harry Thompson



A Whitt Schultz admonition worth repeating: "Develop a honeybee-grasshopper type of mind. Learn to hunt everywhere for ideas." Well, here we go . . .

London's Harry Klein sends a spoofing classified ad: "Wealthy man seeks wife who will guarantee to serve Rayner's Indian Mango Chutney. From good grocers everywhere."

An effective "squeaker" on The Tax Bite is Charles Corken, president of Oklahoma City's Corken's Inc. He deluged me with documents.

Paul McKay sends a simile: "As enthusiastic as a country girl with her first lipstick."

Why are lawyers addressed as "Esquire" and the rest of us men as "Mister"?

Slogan for Black Flag: "The banner of bugs."

The Pennsylvania S.P.C.A. has a pat theme for pets: "Operation Kindness."

Atlantic Refining's colorful outdoor posters would scale-down nicely as jig-saw puzzles. What premiums they would make!

Looks as though the comedians who survive on television will be those who trained on radio.

Sermonette in a Ben Franklin couplet: "If you would reap praise, you must sow the seeds: Gentle words and useful deeds."

Short, clear, precise copy is the key to effective classified advertising. That's the primary point *The New York Times* makes in a 26-page booklet: "How to write a better classified real-estate advertisement." For your copy, write the Promotion Manager of the *Times*.

Minneapolis-Honeywell's Cliff Dow told me about it much earlier, this safety-slogan reported by Ken Nichols in the *Akron Beacon Journal*: "To be safe on the Fourth, don't buy a fifth on the Third." Also, this sign on a Long Island tavern: "If you must drive your husband to drink, drive him here."

Ed Burnett, business manager of *Computers & Automation*, sends an interesting lead-in head for A-MP: "THE HAPPY ENDING . . . is always popular. We want everything to turn out well. The happiest, best ending for a wire, therefore, is A-MP solderless termination."

P. K. Thomajan, Carlstadt, N. J., is out with another booklet for a buck: "Public Relations Edictionary."

These lines caught my eye: "The mob roots for you one day — uproots you the next" . . . "Censorship: Power of the suppress" . . . "Alienist: Derange-finder" . . . and "Colossal achievement of the day: Being the Big Cheese in an unending rat-race."

Old-timer: One who can remember Wallace Nutting.

Howard Johnson's famous 28 flavors remind me of a 29th I have named "compulsory" . . . the ice-cream your friends insist on stuffing you with when you visit them, even though you're fighting the Battle of the Bulge.

I think the truth may be as some wag put it: "One hour's sleep before midnight is worth sixty minutes' slumber after that."

Inflationote: Last Rubbermaid bathtub-mat I bought was fair-traded at \$2.49, up 99c from the one I'd bought before at \$1.50.

Reach for the stars, it says here. You may not get one. But the fun comes in the reaching. The growth, too.

## Competition Has Its Compensations

To the advertiser and his agency, competition is often a headache . . . a trauma of blood, sweat, and tears. But this ill wind sometimes blows good to the ultimate consumer.

When Gleem tooth-paste came out with a big, conical cap that couldn't go down the drain, other manufacturers followed suit and John Q. Public benefited.

Philco pioneered with an electronic filter for its room-air-conditioners . . . a filter that removes up to 100% of air-borne pollens instead of the usual 72%. The ink on the Philco announcement was hardly dry before competition offered a similar filter.

Ban, the roll-on deodorizer, came up with a marble applicator. Competition turned hand-springs to match Ban's convenience, even with another ball for getting the deodorant under arms, in a non-military sense.

Chrysler knew its push-button drive would be imitated and frankly said so in its early commercials. Apparently, it didn't even bother to patent this revolutionary transmission-system.

And so, for improvements that are not patented or copyrighted, the imitative instinct of the human animal helps spread new ideas faster than if they were limited to the originator.

If they are real improvements, we all benefit.

# Are you paying too much for extra sales?

## These C-M campaigns cost 1.5% and 2.7% of the increase in sales

"The final cost of the campaign was approximately 1.5% of the increase. We accomplished our objective and then some," reports an office equipment manufacturer.

"Sales volume-increase on products carrying contest prize point pay-off totaled \$37 for every \$1 of contest cost. We were more than pleased with results . . . and have not had a single complaint on your service," writes a well-known drug manufacturer.

## What do you want to do?

There are several ways to meet a competitive threat, shore up a sagging market, smooth out a seasonal slump, move a new or lagging product. One executive will hire, train and travel new men. Another will request a budget for a major promotion. A third may throw his entire staff into a crash-program designed to solve his sales problem.

But more than 4,000 firms a year are proving that the quickest, the most effective and the least expensive way to add sales is to launch a Cappel, MacDonald incentive campaign.

You add nothing to your payroll. Your expenditure depends on your re-

sults; just decide how much you are willing to pay for extra sales. Your own staff can concentrate on vital routine duties, freed from the necessity of working overtime on special campaign tasks.

## Solving sales crises is our job!

Drawing on more than 35 years' experience in this highly specialized field, C-M executives will prepare a complete plan . . . create eye-catching sales training and promotional material for your men and their families . . . suggest a prize list that is tailored to your objective . . . and provide as many as 400 specialists to handle all detail and assure a smooth-running sales incentive campaign.

Approve the plan . . . and your campaign can be ready to start producing extra sales in as little as three weeks' time.

Your men will pore over sales training material, squeeze in those extra calls, and approach buyers with renewed enthusiasm. Families will set their hearts on wanted luxuries or glamorous travel awards, and become high-pressure assistant sales managers. As results pile up, your men will gain long-lasting self confidence and sales know-how.



## Exciting air travel awards and merchandise prizes . . . at cost.

Expert trip-arrangers will plan fabulous holidays in American resorts or glamorous foreign cities . . . skilled buyers will provide a selection of 1,500 nationally advertised products. Yet you make no investment, carry no prize inventory, handle no details. Prizes are billed as won—merchandise at wholesale prices, travel at carrier rates. Service and creative work are provided out of normal distributor discounts.

No wonder sales costs are low . . . when you use this free professional service to solve your sales problems and supplement the work of your own sales management staff!

## Cappel, MacDonald & Company

Dayton, Ohio . . . Offices in principal cities, Canada and Europe



SALES INCENTIVE PLANS

GET FREE HINTS ON MOTIVATING SALESMEN

Phone the nearest C-M office, or write on your letter-head for your copy of "Who's Selling Who?" Cappel, MacDonald and Company, Dept. A-10, Dayton 1, Ohio.



Featuring Air Travel on . . .



AMERICAN AIRLINES



PAN AMERICAN



## Why are touchdowns more important than conversions in Chicago?

In the fall young ladies' fancies used to turn to thoughts of Muscles Monahan, touchdown artist from old Sigh-U.

And after graduation the object of all this adulation cashed in on his gridiron fame. (But not in the way you may suppose.)

He opened a chain of sporting goods stores specializing in everything from aqualungs to zwear zox. However, Mr. Monahan concentrated on single item promotions—and featured single “loss leaders” in all his advertising.



“I’ll rely on impulse purchase for the rest of my business,” muttered Mr. Monahan.

“But experience proves that’s not the way to win the game,” volunteered Joe, Monday morning quarterback from the Chicago Tribune advertising squad.

“Impulse purchases, like conversions, are important,” continued Joe, “but *first* you’ve got to score the touchdowns before you get a chance to kick the extra points. So score *your* touchdowns by bringing Chicago sportsmen into Monahan’s. *Then* think about the extra points of impulse purchasing.”



And Joe elucidated further: “Research shows that even in the big department stores, impulse purchasing accounts for less than 25% of total sales. A basic desire for a product precedes *all* purchases—impulse or otherwise. And this desire often results from advertising. Giant retailers have learned that their greatest success results from advertising a variety of products in order to create a variety of desires.”

“Why not take a lesson from these old pros,” coached Joe, “and abandon your loss-leader advertising. You’ll gain ground faster if you establish Monahan’s in the minds of Chicagoans as *the* place to shop for *all* sporting goods needs.”

“Speaking of gaining ground,” added Joe, “I happen to know the name of an advertising medium that has filled the stands for both big and little retailers.”



So while Joe sat on the sidelines and led the cheers, Muscles Monahan ran over the competition and scored heavily with a new system of advertising in the Tribune.

Now maybe you sell fashions or ferneries instead of footballs. But if you want to sell more of them in Chicago, look up Joe. Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune. And Joe’s the one to give the facts to you.

### Chicago Tribune

THE WORLD’S GREATEST NEWSPAPER

